

MARCH 18, 1960

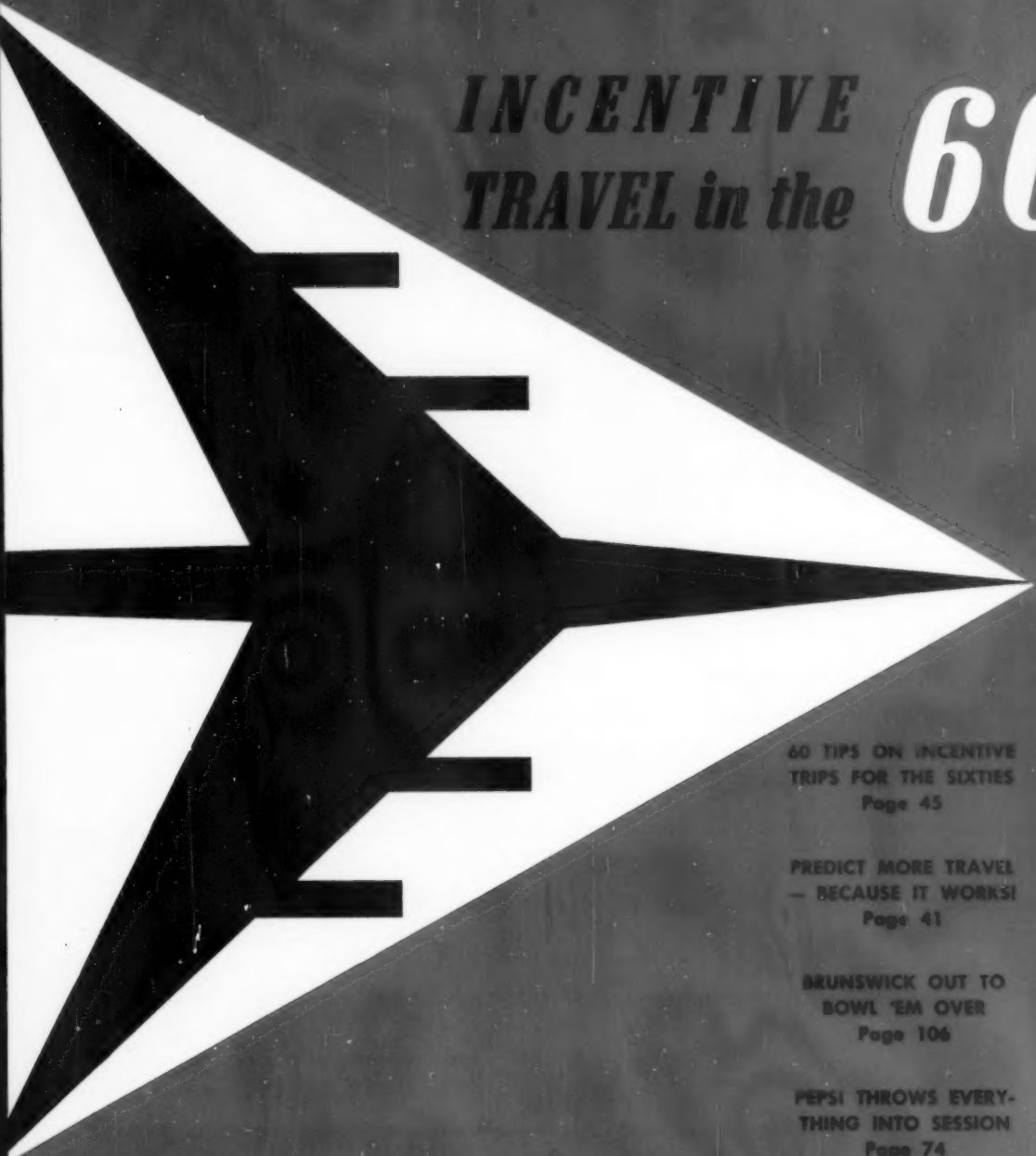
Sales Management

PART TWO

Sales Meetings

CONVENTIONS • EXPOSITIONS • TRADE SHOWS

INCENTIVE TRAVEL in the 60's



60 TIPS ON INCENTIVE
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PREDICT MORE TRAVEL
— BECAUSE IT WORKS!
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BRUNSWICK OUT TO
BOWL 'EM OVER
Page 106

PEPSI THROWS EVERY-
THING INTO SESSION
Page 74

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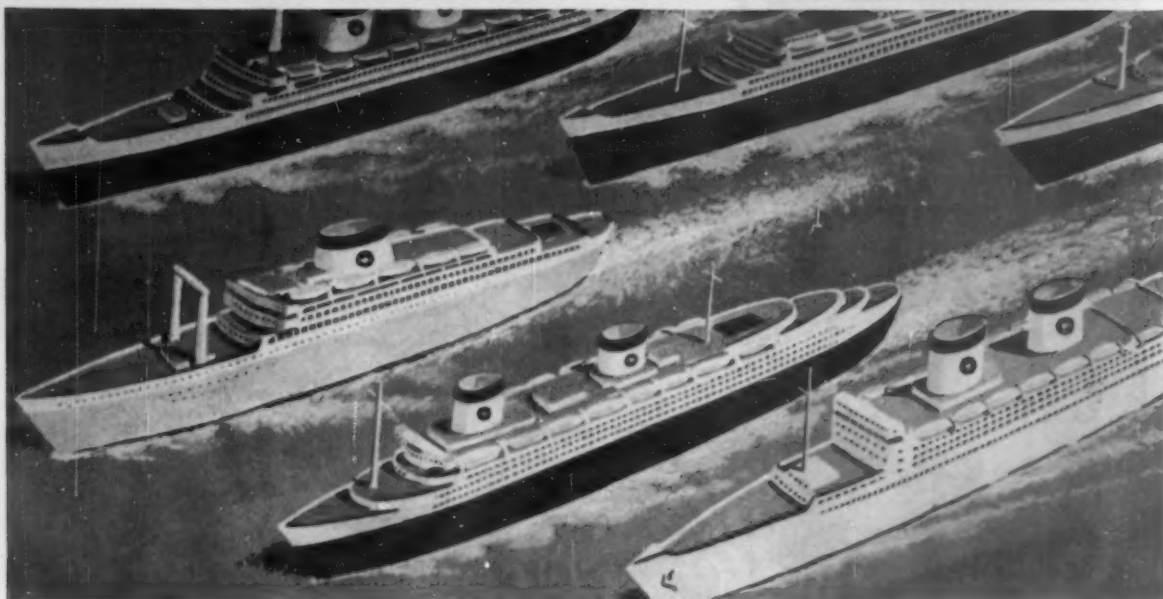
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Sales Meetings

CONVENTIONS • EXPOSITIONS • TRADE SHOWS

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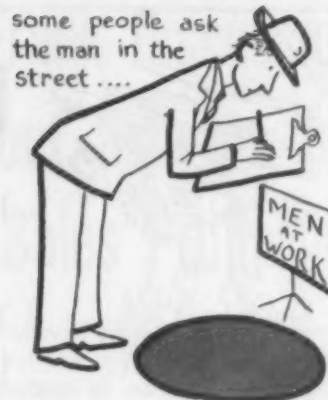
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the man in the
street



others ...
do it themselves

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Sales Meetings

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MARTIN B. IGER

"We have never had an unsuccessful program . . ."

A Frank Discussion About Budgets for Incentive Sales Programs

THE word "budget" has no place in an incentive sales program. It should not exist. Here's why: The purpose of an incentive program is to reach a set percentage of increased sales above normal current output. These increased sales mean increased profits (or decreased losses). It's from these profits that you pay the cost of your program. Final expenditures are determined solely by the volume of the increased percentage of sales attained.

ACCORDINGLY, you start with neither budget nor travel prize when you plan an incentive program. Your first problem is to decide exactly what your marketing objective is. If you isolate this objective, you can then decide what kind of realistic goals can be set.

ONLY when you know what has to be done and what can be attained, do you talk money and rewards. It is a simple matter to pick a spot that will spark contestants to put forth that extra sales effort. It's no trick to discover how much cash you have to work with to give the winner the time of his life.

WHAT takes special skill is to determine the true potential for your program—to develop goals that are fair and attainable. It takes competent analysis of your individual sales problem to determine whether your promotion will be successful.

TRAVEL as an incentive goal has already proved itself through the years as being the most effective lure. Industry has found that a trip is more enticing to get better performance than cash rewards. Incentive trip programs work. And that is why use of incentive travel programs has been spiraling upward. The destination . . . or "prize" . . . can only be considered after you determine what you want to accomplish.

Martin B. Iger & Co. has been conducting travel incentive sales programs for 28 years. Our major contribution to industry centers around our ability to properly analyze your marketing problem and arrive at a program that is realistic. We have never had an unsuccessful

program where we have been in control of the merchandising plan. We take great pride in the fact that top management in "blue chip" companies and advertising agencies have been relying on our judgment since 1932.

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You can send your top salesmen to anywhere in the world—or around it—by Pan American. An expert Pan Am representative will map out complete details for a travel-incentive program best suited to your particular needs. He'll even show you color movies of the world's finest resort sites. And, your final low package rate covers every detail—like tips, insurance, even recreation activities.

Or, this year why not *hold your convention abroad*. Nowadays the best sales meetings "come to order" overseas. Imagine the response when you announce that your next convention will be held in Nassau, Puerto Rico, Bermuda (or in Europe, South America, Hawaii or the Orient now served by Pan Am's new giant Jet Clippers*)! Watch those sales figures shoot up after your salesmen return from a convention overseas.

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Pan Am, World's Most Experienced Airline, is prepared to handle every detail of your convention. For further information on both Travel-Incentive and Overseas Conventions, please write to Henry Beardsley, Pan American, Box 1790, New York 17, New York.

*Trade-Mark. Reg. U.S. Pat. Off.



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Technical Exhibits
Fairs and Public Shows
Foreign Fairs and Expositions
Medical and Scientific Exhibits

*includes supplement in Spring, 1960

GIVES INFORMATION ON . . .

Dates of Events
Sites (cities, auditoriums)
Executives in Charge
Contact Addresses
Sponsor Organizations
Expected Attendances

Shows Listed Two Years in Advance . . . in Three Sections (listed by industry, by city and by date)

SOME OF THE MANY WAYS YOU CAN USE THIS HELPFUL GUIDE

- To pick exhibit opportunities
- To check events in related fields
- To schedule attendance by salesmen
- To plan year 'round exhibit program
- To check activity in particular city
- To find names, addresses of managers
- To pick new shows for new products

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which create the nation's largest space*
available in portion or package
to mammoth convention or intimate group
. . . but is yet just a part
of the Wonderland called

the Americana
THE HOTEL OF THE AMERICANS

INTER-OFFICE MEMORANDUM

ROUTE TO

W.M.R.

Bill - Just got back.
It's everything we
heard - and then some
My vote goes to the
AMERICANA!

Jim

*135,000 square feet

A TISCH HOTEL • CHARLES CRADDOCK, Gen. Mgr. • OCEANFRONT, 96th TO 98th STREETS • BAL HARBOUR, MIAMI BEACH, FLORIDA

down-to-earth speaker

We are writing to you hoping you can give us a list of names of persons whom we could consider to address our sales force meeting in June this year.

We do not want a drum beating, hysterical, arm waving type of lecturer, but would like to have someone who could really give us the down-to-earth facts of the more far-reaching aspects of professional salesmanship with particular emphasis on industrial selling. Our products are engineering materials, and, as you can see, we do not have the normal type of problem, nor the usual approach in our product marketing.

In any event, if you could please give us a starter, it would be deeply appreciated.

Ralph J. Zemanek
The United States Graphite Co.
Saginaw, Mich.

search on visuals

I am looking for check sheets, instructions and suggestions for the successful conduct of sales meetings for groups of various sizes from 10 to 100. I have conducted a search of the literature without adequate results.

I am especially interested in graphic standards, i.e., suggested sizes for charts, graphs, slides, visual presentations in general, and the lettering and material on these visual aids. This to be in sufficient detail as to permit a photographer or draftsman to prepare effective material that will be seen by the entire audience.

H. R. Thorp
Collins Radio Co.
Cedar Rapids, Iowa

"how to sell" for exhibitors

Last July 17 in Sales Meetings, you had an excellent article by William Rados, "How to Sell at a Convention Without Seeming to Sell." I wonder if I could get your permission to reprint this article in our June convention issue. Naturally, we would credit your magazine and author for the article.

This article would be of considerable interest to our exhibitors (candy & tobacco manufacturers) and I hope you will allow us to reprint it.

George R. Pendley
Southern Wholesale Tobacco &
Candy Assn., Inc.
Atlanta 9, Ga.

good hand-out cards

As we rapidly approach our busiest trade show season, we begin to evaluate some of our techniques and find that some of them are sadly out-dated.

For instance, can you lead me into a path that will uncover some really good hand-out cards that we could use for securing prospects' names, etc., at trade shows. What techniques are being used successfully by other companies?

I should appreciate any and all help that you can give to us.

Walter P. Dickinson
Royer Foundry & Machine Co.
Kingston, Pa.

50 copies of "styles"

We would appreciate your sending us as soon as possible 50 copies of "For the Modern Meeting Planner: Guide to Styles, Groups, Methods," an article by Hugh Gyllenhaal reprinted from Sales Meetings, Jan. 4, 1957.

As we wish to use these in a training conference, we would like to have them as soon as possible.

D. R. Woody
Canada Dry Corp.
New York City

mikes and fabrics

We like the articles "First Aid for 'Sick' Mikes" and "New Fabric Helps Product to Display" in the Jan. 15.

Would you kindly grant permission for us to reproduce these articles in our publication Research Roundup? Research Roundup is sent free to AHA's 6,000 member hotels.

J. S. Fassett
American Hotel Assn.
New York City



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Municipal Auditorium, Long Beach, Calif.

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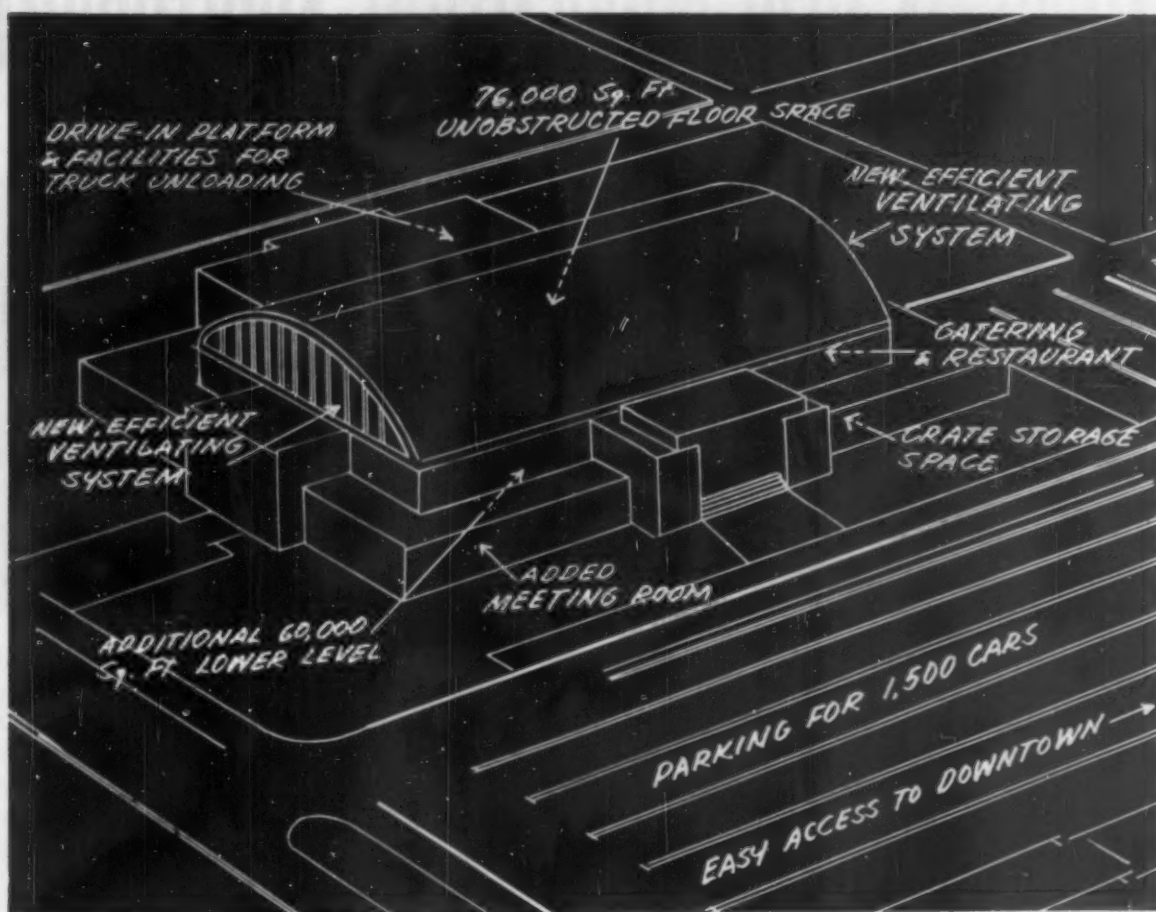
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SM FACILITIES ROUNDUP

NEW YORK CITY

Belmont Plaza enlarges its facilities and joins the Albert Pick chain. Eight function rooms offer space to groups up to 500 for meetings and banquets. To accommodate conventions, two ballrooms have been built of 3,558 sq. ft. each. More than half of 800 guest rooms have been redecorated and equipped with air conditioning. Many have been set up with studio type arrangement to permit business conferences by day and sleeping quarters at night.

HOLLYWOOD, FLA.

Diplomat Hotel and Country Club dedicated its new two-million dollar ballroom with special festivity earlier this year. Top sports personalities, local civic and entertainment celebrities attended. New ballroom can seat more than 2,000 people and is to be known as Diplomat South. Guest rooms provide accommodations for more than 1,000 in two separate buildings, Diplomat East and West. Hotel opened a little more than a year ago.

FORT LAUDERDALE

New Pier 66 Hotel opened adjacent to the Pier 66 Restaurant Lounge and Marina, last fall. Bedrooms, studio rooms and deluxe suites number 102. First floor rooms have private lanai, while rooms on upper floors offer private balconies. Main dining room seats 258 guests in addition to a private dining area. Unusual feature is hotel's three-story kitchen, which caters to outside pool area on the first floor, conventional service on the second, and private club service on the third.

NASSAU, BAHAMAS

Ninth Jack Tar hotel was added to chain's list of properties with the re-opening of Grand Bahama Club, which it recently acquired. "Queen of the Limbo" ceremony kicked off hotel's re-opening. Club represents an investment of more than \$3 million. Lying 55 miles due east of Palm Beach, it's the closest major foreign resort to the U. S. mainland. Hotel property has convention facilities, which include convention hall, an exhibit area, private meeting rooms and



Whatever PARTICULAR PEOPLE move

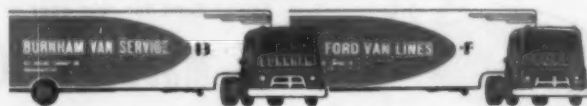
they call the man from

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With a sureness born of experience and training, sensitive electronic equipment, delicate office machines and high-value products are loaded and unloaded . . . moved safely, securely and swiftly in vans custom built and equipped for the job. Deliveries as scheduled. *It's your privilege . . . be particular . . . call the man from Ford or Burnham Van. He's in the Yellow Pages.*

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Service to ALL States



BURNHAM VAN SERVICE, INC., COLUMBUS, GA. FORD VAN LINES, LINCOLN, NEB.

FACILITIES ROUNDUP

continued

executive suites. More than 350 air-conditioned rooms are equipped with telephones and television sets.

JAMAICA

Plans for construction have been announced by **Myrtle Bank Hotel**. New wing of 72 air-conditioned, twin bedded rooms with balconies is to be built, within the next two years. When finished, the hotel will have rooms for 400 guests.

PHILADELPHIA

An 18,000 sq. ft. convention and trade show center in Penn Center Concourse, beneath **Sheraton Hotel**, was opened recently. The "Little Convention Hall" provides space for over 100 exhibit booths and a meeting room. Known as the Penn Center Room, it can seat 1,000 people. Concourse provides access to the Sheraton lobby and the Pennsylvania Railroad Suburban Station.

BUFFALO

Hotel Buffalo reports its 450 rooms will be remodeled as part of a modernization program. Long-range plans call for a complete renovation of the hotel, part of which is already under way. Hotel lobby, ballroom, and English Grill already have been refurbished.

CHICAGO

Holiday Lodge held its grand opening recently. The multi-story building (which cost \$1.5 million) has five large function rooms which accommodate groups of 50 to 300, complete with kitchen facilities. New feature is automatic dial phones, automatic message service (with phone extension in bathroom) in each guest room.

PARK RIDGE, ILL.

Separate from **Park Ridge Inn Motor Hotel** guest rooms, a new convention hall is included in the inn's plans, scheduled to be completed by September. Located 18 miles from Chicago Loop, convention facilities will handle groups apart from the routine hotel operation. Another feature of the new motor hotel is to be 10 executive suites.

COLORADO SPRINGS

Construction began March 1 on multi-million-dollar expansion program to include a hotel building



THE GRAND DEBUT

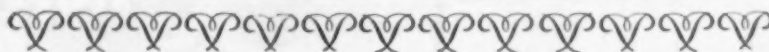
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Pierre Ballroom

A singularly evocative creation, representing the ultimate in sophisticated modern decor—designed by Henry J. Stojowski, executed by the architectural firm of Rogers and Butler and decorated by Alice Fenner. Its rare elegance is characterized by a monochromatic gold theme . . . a subtle blending of rich golden hues, decorative woods, fabrics and leathers in various tones of champagne and beige. The Pierre Ballroom provides a strikingly dramatic setting for banquets, luncheons, wedding receptions, dances, cocktail parties and other notable social, business and state functions accommodating up to 1100 persons.

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*Executive Offices
Olympic Hotel
Seattle, Wash.*



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FACILITIES ROUNDUP

continued

with a convention hall, according to Broadmoor Hotel's management. It is to be known as Broadmoor South. Plans call for six floors of 24 rooms each, all fully air-conditioned. Main auditorium will have a seating capacity of 2,400. Automatic partitions will divide auditorium into two meeting rooms with a capacity of 975 each. A 35 ft. by 38 ft. stage will be so constructed that automobiles may be displayed.

SAN FRANCISCO

Construction is near completion on new 417-room San Francisco Jack Tar, which will have its formal opening in April. Hotel is first major hotel to be completed in San Francisco in 30 years. Plans include an adjacent office building.

Fairmont Hotel plans 22-floor tower addition to hotel, with an adjoining exhibit hall. Construction will take two years to complete. Plan calls for 242 new guest rooms in the tower, all to have view windows. Base of the tower will house a 15,000 sq. ft. exhibit hall and a three-level 200-car garage.

HONOLULU

Sheraton chain announces construction started on a \$14-million expansion and improvement program of four hotels it operates in Hawaii. Three-year project will add 1,242 rooms and include a new commercial building to house shops and offices. Project calls for an eight-story, 112-room addition to Royal Hawaiian, and an 11-floor addition to Princess Kaiulani. Management is preparing plans for a future \$10-million Sheraton Hotel of 15 floors and 900 rooms on Wai-kiki Beach, adjacent to Royal Hawaiian.

ATLANTIC CITY

Convention Hall will offer 320,000 sq. ft. of exhibit space, 33 meeting rooms, accommodations for groups from 125 to 25,000, air-conditioned ballroom with capacity to seat 5,000. It's all part of a \$3.5 million renovation. There is 170,000 sq. ft. of exhibit space on the main floor alone, in addition to the large stage and meeting rooms. Electrically operated partitions can convert the exhibit space into meeting rooms. Escalators climb from lower levels to the Boardwalk lobby entrance. Renovation is scheduled to be finished by June.

when the occasion

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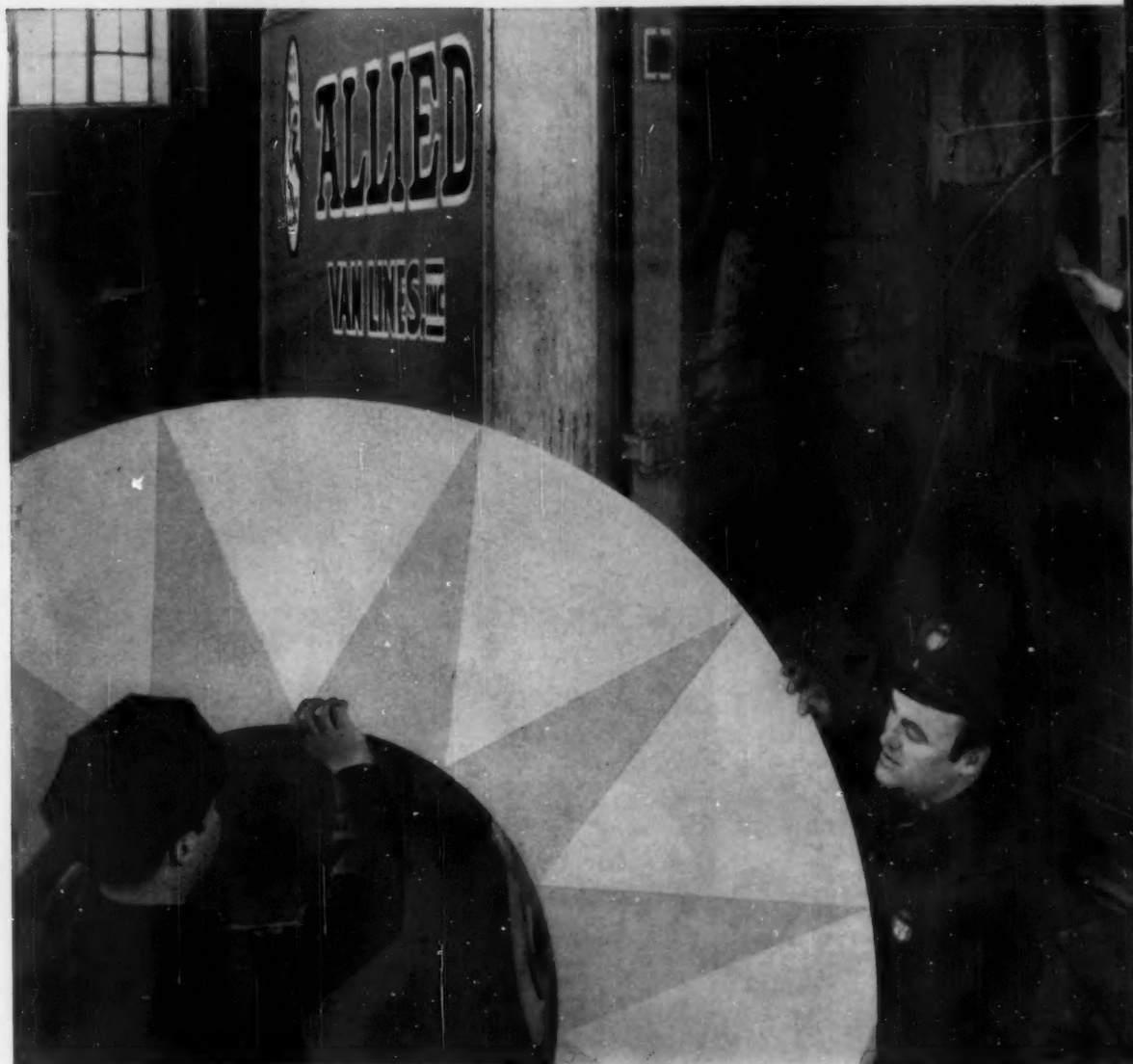


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gest mover. Trust him, to take care
your equipment *right!*



a note from Las Vegas



Dear Joe—
Las Vegas is truly fantastic!
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Center, we're enjoying Golf, Fishing,
the greatest Entertainment in the
world AND Winter Sports too, only
40 minutes away! Las Vegas
has EVERYTHING! — Bud

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National Headquarters
Anytown, U.S.A.



LAS VEGAS CONVENTION CENTER

Desmond Kelly, Manager, Convention Bureau • Convention Center • Paradise Road • Las Vegas, Nev.

New York City civic leader was named to head proposed world's fair. Seventy-one-year-old Robert Moses, who holds six municipal and state positions, has agreed to resign all but his two state jobs to become president of 1964 World's Fair in New York City. New post pays \$100,000 a year.

Walter Dorwin Teague Associates has been named designers of science section of Century 21 Exposition, to be held in Seattle, 1962. Congress has assigned \$9 million towards the science exhibit to give visitors a peek at life in the next century. The 1962 spring exposition will involve \$13 million and 224 buildings over a 74-acre site, and construction of a coliseum to cost \$3.8 million to provide 129,000 sq. ft. additional exhibit space.

MHI directors vote "no" to request by Office of International Trade Fairs that Material Handling Institute, Inc., offer assistance in development of material handling shows at foreign trade fairs. At same December annual meeting, directors voted "yes" to continue the show management services of Hanson & Shea, Inc., for 1960.

New lease agreement which links Tulsa State Fair and International Petroleum Exposition grounds provides for expansion and improvements in both areas. Lease states IPE may hold one exposition during the month of May in each five-year period. Oklahoma fair corporation will maintain the grounds and both principals are empowered to construct buildings on a joint basis. Rental will be \$2,500 each year IPE stages a show, plus 10% of the gross income from exhibit space. Fair corporation is to have full use of IPE grounds in between.

First building materials show ever held in Caribbean is now scheduled for San Juan International, June 3-9. Show is to be known as "Construction Caribbean." Co-sponsored by Puerto Rican College of Architects and Economic Development Administration, New York City, show will coincide with 25th assembly of World Planning and Housing Congress. This will attract to the Commonwealth over 1,000 architects, engineers and planners.

NAAP returns to Las Vegas for second consecutive year. National Auto Accessory and Parts Exhibit has been scheduled for "the strip" again this year, Sept. 12-15. Estimate is that at least twice as many exhibitors will buy space than last year. Reason is the big turnout at NAAP 1959 show.

Biggest exhibits will start to move in as early as June in order to make National Machine Tool Builders Assn. show in Chicago International Amphitheater, Sept. 6-16. Show is one of two or three largest in nation.

New president is announced by Lewis Barry, Inc., trade show marketing specialists, Philadelphia. Robert C. Barry succeeds Lewis Barry, who becomes chairman of the board.



STEPS

One to Miami Beach, Convention Capital of the World. Then take Step No. 2 to The Shelborne, best-located convention hotel in Miami Beach. And at The Shelborne, you're just two giant steps from the new Miami Beach Auditorium, two giant steps from famed Lincoln Road. Yes, choosing The Shelborne is a giant step in the right direction—toward the most successful meeting you've ever had!

- Group accommodations and facilities for 350
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- All convention equipment available
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THE
WORLD'S
FIRST
AIRLINE

Permanent world trade center is to open at Rome in May. Permindex, name for Italian center, will group exhibits from around the world by industrial category. National exhibits are permitted, but will not be classified or presented by country. Center requirement is that manufacturers exhibit only the newest competitive products which have a prompt delivery date. One million sq. ft. includes 435,000 sq. ft. of exhibit space in 120 separate halls on 12 floors. Individual exhibit spaces will number between 2,000 and 3,000. Some 250 product categories will be represented.

First national die casting exposition will be held in Detroit's Artillery Armory, Nov. 8-11. Technical congress designed to present newest developments and trends in the die casting field will be held in conjunction with the exhibits. Exposition is sponsored by Society of Die Casting Engineers.

NOMA international conference site was changed for 1964 so that office administrative delegates can meet in New York City at the same time as the World's Fair is in progress. National Office Management Assn. originally was scheduled for New York City in 1961, but will go to St. Louis, May 7-10, 1961.

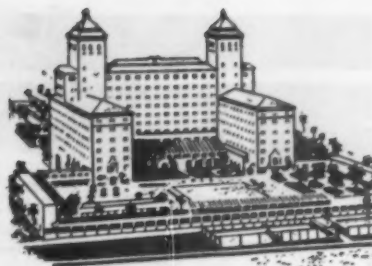
First NRLDA national trade show west of Chicago will be held in San Francisco Civic Auditorium, Nov. 13-16. National Lumber Dealers Assn. will present for the first time an outdoor exhibit area to be used for auxiliary displays and demonstrations. City officials have agreed to close off entire block in front of Civic Auditorium to present open-air exhibits.

Solid backing for proposed International Trade Center by some of nation's "blue ribbon industrialists" has been announced by Washington Board of Trade and Commissioner Robert E. McLaughlin. Trade center in the nation's capital is to be a federal project and similar to Russia's "exhibition of economic achievements" in Moscow. Center would take about three years to build.

NHMA signed first contract to use the new Chicago Exposition Hall, Jan. 16-20, 1961. National Housewares Manufacturers Assn. exhibit will move in shortly after the hall officially opens, early in January.

Seventy-five companies have signed for exhibit space in first Industrial Building Exposition & Congress, and show is still more than a year off. Show, in New York Coliseum, is being produced by Clapp & Poliak, Inc.

Construction of new municipal auditorium, Long Beach, Calif., may get under way by late fall. City Council has approved scheduling of an auditorium referendum. Voters must decide whether to allot another \$1,775,000 from city's tidelands oil fund. Already okayed was \$4,325,000. City Manager Sam E. Vickers believes contract for construction may be awarded in early fall. Win F. Hanssen is manager of present municipal auditorium.



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Biltmore offers your group—

1. The matchless attributes of the Palm Beach area... a setting of beauty... an atmosphere of serenity... a background of distinction.

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3. Every modern facility and equipment. Everything your group could possibly want or need *plus* the exceptional in service.

4. Personal attention to every detail—large or small—by an experienced staff coordinated with the Hotel Corporation of America's famous team of Meeting Specialists.

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In Chicago.....Edgewater Beach Hotel
In Boston.....Somerset Hotel
In Boston.....Hotel Kenmore
In New Orleans.....The Royal Orleans
(Opening Summer 1960)
In Palm Beach.....Palm Beach Biltmore
In Quito, Ecuador, S.A.....Hotel Quito
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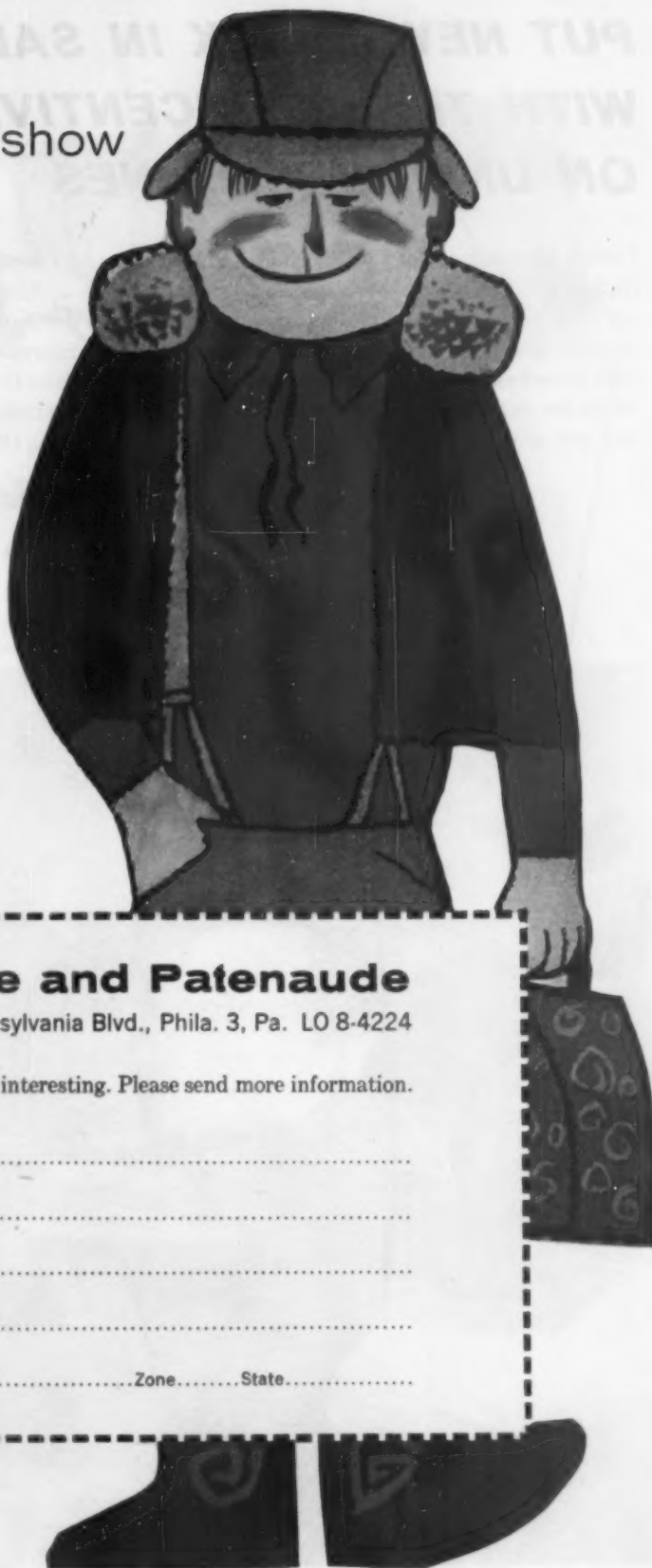
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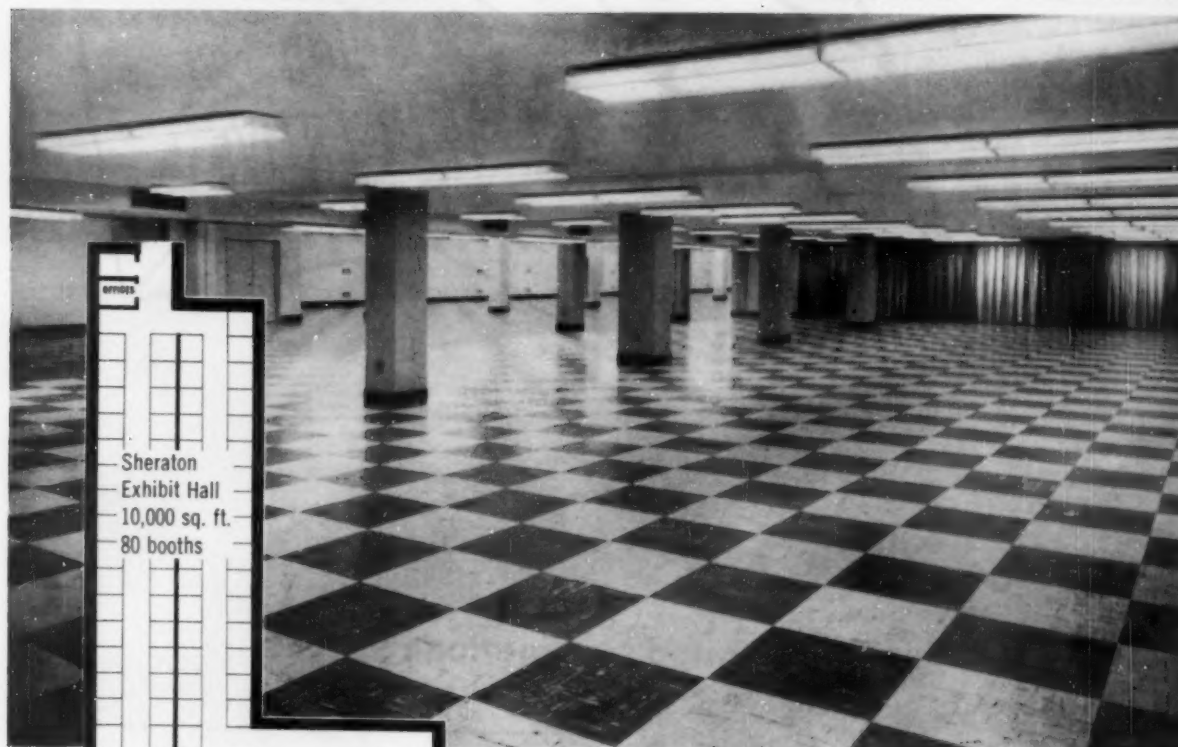
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SHERATON HOTEL, Philadelphia

AS THE EDITORS SEE IT

Does Trip Tax "Bug" You?

Enthusiasm for incentive travel has not abated. There will be more this year than ever before. Most marketing men who have used incentive travel as a sales stimulant expect to see more of it throughout the Sixties.

Just one thing "bugs" them today. Taxes! Many are not sure when an incentive trip is or is not taxable to the recipient. And if the trip is taxable, what do you do about it?

We find several attitudes among executives with whom we have talked about the subject. Some take the hear-no-evil, see-no-evil, talk-no-evil position on the tax: "We just forget about it. It's not our worry anyway. Winners are the ones who may be liable, not us."

Well, you can't duck the tax issue. It's here. You have to learn to live with it, and it may not be the big problem you might imagine.

You have to divide your plans for incentive travel into one of two categories: (1) Is trip a business meeting primarily with genuine business sessions—for training, product introductions, problem solving? or (2) Is trip a vacation jaunt? If trip is planned as a serious business meeting, there's no tax bite for the trip winner. Of course, this does not mean there can be no pleasure attached to such a meeting. No law says a business meeting must be six, eight or 10 hours a day, or that if you enjoy your meeting site and surrounding area, you void your business purpose.

For a wife to qualify for a non-taxed trip, she'd have to be active in the business and take part in sessions.

What can you do about this situation? Here's what Johnson & Johnson did: It picked pleasure only for its incentive trip plans. It told its salesmen that trip was strictly a holiday—no business—and taxable as income. However, J & J included a cash sum for winners to cover tax on the trip.

Next comes the question: On what amount would a winner have to pay tax—retail value of trip or what company actually pays for it? IRS tells us that the winner would pay tax on amount equivalent to pro rata cost to company for one trip. In other words, if company pays \$250 a trip for one that's worth \$400 at retail,

winner is liable for tax on \$250.

This could pose a problem for companies that use dollar figures in their promotion. For instance, "a \$1,000 trip to Europe can be yours, etc., etc." Actually, company may be paying (on a charter-plane basis) just \$595 for the trip.

From now on, it would be best to leave out dollar value, or you might place your winners in the spot where they could be liable to pay tax on your "advertised" value when in effect they should be paying tax on group-rate value.

Why the sudden concern about incentive travel taxes? IRS aims to plug the loop-hole in enforcement. Most people have ignored pleasure trips they have won on their tax returns, just as many have ignored entering savings account interest. Now, IRS wants an "honest count" on all "incomes" and in all forms.

What to do? When you plan an incentive travel program, decide whether it is to be pleasure only, or to be a business meeting. If it's to be pleasure only, let your people know there's a tax on the value of the trip. As J & J does, you could offer cash with the trip to cover the tax. (This is a generous gesture that nets extra good will.)

When you provide a cash sum for tax, you can't guarantee to pay everyone's full tax on the trip because each winner may be in a different tax bracket. However, you pick the most common tax bracket and figure a sum on that. (Of course, the cash for taxes is taxable itself as income.)

Tax liability will not dampen the ardor of your sales force. People still clamor to get on television giveaway programs (whatever are left) although taxes on prizes have been well publicized.

Big point, however, is that you let your sales force know about the tax in advance. Uncle Sam will love you for it, and it could save you from ill-will later. Nobody likes a tax "surprise."

When your trip is business, take pictures of sessions in progress for your records. Take pictures of different sessions (with people in different seats). Save programs and other evidence of business activity. You'll want this material to prove that your trip was for business.



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feet of private beach with
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the first taste of Nassau

an exotic tropical drink served
with the compliments of the
management and staff.

Here is your holiday home, the
wonderful Nassau Beach where a
genuine British Crown Colony
welcome awaits you!



a hop, skip and a

from the large fresh water swimming pool
Goombay Bar and Patio Restaurant
Under tropic sun or brilliant moonlight
the air, this is living, Bahamian





d a bongo beat

er swimming pool is the outdoor
Restaurant. The *real* Nassau is here. ...
ant stars with Calypso music in
hamian-style!

from high in the sky

as your airliner circles Nassau before
landing at the big, new airport, a breath-
taking preview of the Nassau Beach...



the first taste of Nassau

an exotic tropical drink served
with the compliments of the
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Here is your holiday home, the
wonderful Nassau Beach where a
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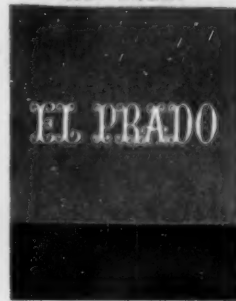
Caracas, Venezuela



Dominican Republic



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Dominican Republic



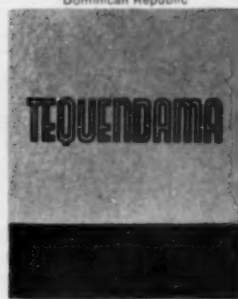
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60 Incentives For the Sixties



Incentive Travel

With travel as the lure, these 60 incentive programs will be used in the coming decade. Objectives cover more than 20 sales aims from reactivating "dead" accounts to building higher unit sales. Some campaigns will combine goals.

☆ To Increase Dollar Volume

1. Salesmen increase their volume of business by a set percentage over a similar period in the past to earn trip.
2. One sales quota earns trip for salesman; a higher quota reached allows wives to go on trip.
3. Several sales quotas with trip rewards. Higher the quota, more distant and luxurious the trip.
4. Fixed number of trips to be won. Points given for each dollar in sales. Salesmen with most points earn trip.
5. A lottery ticket given for each unit sold or for each \$50 or \$100 in sales. Drawing of tickets for winner or winners.

☆ To Stimulate More Orders

6. Quota set on number of orders turned in during a set period. All salesmen who go over quota by fixed percentage earn trip.
7. Points given for each order during contest period. Men with most points go on trip.
8. Lottery ticket given for each order salesman turns in. Drawing held to pick winner or winners.

☆ To Increase Sales Calls

9. Points given for each demonstration arranged. Men with most points earn trip.
10. Points for each call report. Men with most points earn trip.
11. Trip for men who make most demonstrations and/or turn in most call reports. Men take wives if these demonstrations or calls turn into sales.

12. Drawing from names of men who reach quota of sales calls or demonstrations. Winners earn trip.

☆ To Build Higher Unit Sales

13. Average dollar volume for each sale last year calculated for each salesman. Points earned for each dollar over average for sales in new period. Men with most points earn trip.
14. Average number of units in each order calculated for last year. Points given for each unit sold over average. Men with most points earn trip.
15. Lottery ticket for each unit sold over average number of units in orders last year. Draw for winners.

☆ To Add Customers

16. Points for each new customer. Highest points earn trip.
17. All men who reach quota of new customers earn trip.
18. Each new customer earns lottery ticket for salesman. Drawing for trip.
19. Trip for salesmen who add fixed percentage of customers. Wives go along if percentage of these new customers produce set dollar volume of business or above average business for period.
20. Each salesman given target accounts. Those that convert most accounts to customers earn trip.

☆ To Secure Prospects

21. Points for each new prospect turned in with

added points for each prospect that becomes customer. Highest points earn trip.

- 22. Lottery ticket for each prospect name turned in by salesman. Additional tickets for each prospect that becomes customer or additional tickets for dollars in sales to these prospects. Drawing for winner or winners.

☆ **To Build Off-Season Volume**

- 23. Dealers earn trip by buying in normally slow period.
- 24. Dealers earn trip by buying quota and earn trip for wives by reaching higher quota.
- 25. Distributor salesmen earn trip by qualifying quota of dealers for trip.
- 26. Points on units bought by dealers graduated according to time of year—more points in slowest periods. Must reach quota of points for trip.

☆ **To Move Slow Items**

- 27. Points for slow-moving items with trips to salesmen with most points.
- 28. Lottery ticket to salesman for each slow item sold. Drawing for trip.

☆ **To Sell Entire Line**

- 29. Men with best balanced sales who reach volume quota earn trip.
- 30. Trip for men with most dealers who buy entire line during contest period.

☆ **To Get Leads from Non-Selling Employees**

- 31. Trip to non-selling employees who turn in most leads that turn into sales.
- 32. Points for each lead turned in by non-selling employee with points for sales that result. Highest points earn trip.
- 33. Lottery ticket for each lead from non-selling employee and ticket for each unit of sale that results. Drawing for winners.

☆ **To Introduce New Product**

- 34. Points for each new product sold. Highest points earn trip.
- 35. Trip to salesmen who sell quota of new products.
- 36. Points to salesmen whose customers buy new product. High points earn trip.

☆ **To Increase Use of Displays**

- 37. Salesmen who place most displays in stores earn trip.
- 38. Salesmen who reach quota percentage of customers who use displays earn trip.
- 39. Lottery ticket for each display used. Trips for winners of drawing.

☆ **To Increase Dealer Tie-in with Ad Program**

- 40. Salesmen who get most dealers to tie-in with national advertising program earn trip.

- 41. Lottery ticket for each dealer who ties into ad program. Drawing for trip winners.

☆ **To Stimulate Manufacturers' Reps**

- 42. Multi-line representatives who increase volume of your line by fixed percentage earn trip.
- 43. Representatives who open most new dealerships earn trip.
- 44. Representatives who get greatest volume for new product during introduction period go on trip.

☆ **To Revive Dead Accounts**

- 45. Salesmen who re-activate most "dead" accounts earn trip.
- 46. Salesmen who turn in greatest volume from formerly dead accounts earn trip.
- 47. Lottery ticket for each unit sold to "dead" account. Drawing for winners.

☆ **To Switch Other-Brand Users**

- 48. Salesmen earn points by switching each customer from competitive brand to yours. Most points earn trip.
- 49. Points to salesmen for each unit sold to replace competitive unit. High point earners go on trip.

☆ **To Improve Salesmanship**

- 50. Salesmen who score highest when graded by professional shopper go on trip.
- 51. Salesmen who score best in post-training examinations earn trip.

☆ **To Reduce Selling Costs**

- 52. Trip to salesmen who make most drastic cut in ratio of sales expenses to total sales.
- 53. Regional or district managers earn trip for best record of sales to selling costs.

☆ **To Build Multiple Sales**

- 54. Salesmen with best carload or multiple-sales records earn trip.
- 55. Lottery ticket for each carload sale. Drawing for winners.
- 56. Salesmen who develop largest percentage of customers who order by carload or multiple-units earn trip.
- 57. Points for each tie-in sale. Highest points earn trip.

☆ **To Lower Sales Staff Turnover**

- 58. Annual trip for each salesman who reaches sales quota.
- 59. Family attends convention with each salesman who reaches quota.

☆ **To Recruit Salesmen**

- 60. Employees who recommend most sales applicants who are acceptable earn trip.



Predict More Travel — Because It Works!

12 reasons for expansion of incentive travel in next decade given by marketing men. They expect tougher competition; look to travel lure to continue as stimulant.

With the new decade, speculation about incentive travel in the "Soaring Sixties" runs rampant. To get the "feel" of Industry's attitude, top executives in national companies, known to have incentive travel programs in the past, were asked about future plans and opinions.

Twelve big reasons for travel turned up. These are the indicators that we

can look forward to more companies spending more time and more money on incentive travel in the 60's:

1. **It works:** Upper-most factor is that incentive travel has been key to successful sales promotions in the past for many companies. Sales jump when special incentive is injected into the normal business picture. Travel is not only used to stimulate year-around sales, but also to boost off-season periods and year-end, clean-up campaigns.

Its success is the main reason why more companies join the travel band wagon. Charles J. Gibson, Jr., president, Gibson Refrigerator Co., Greenville, Mich., says, "In the two years that we have used overseas trips, our dealer organization had been tremendously enlarged and strengthened. Factory, distributors and dealer sales were all dramatically increased. We definitely will continue to utilize the lure of travel to far away places as keystone in our marketing plans."

Travel as an incentive also seems to work in diverse industries and at all levels of sales. Thomas E. Johnson, circulation sales promotion manager, Milwaukee Sentinel, reports, "Travel awards tickle the imagination and provide solid incentive for all levels of our sales staff, carrier boys, branch managers, dealers, roadmen and supervisors."

Some companies place considerable importance on a trip as an important goal. One company uses travel to boost prestige of inner circle of salesmen. A. Donald Brice, vice-president, advertising and public relations, Dictaphone Corp., New York City, points out, "Travel as an incentive has been a key factor in the success of our

annual Achievement Club. Salesmen who achieve 1200% of their monthly quota attend three- or four-day meeting, all expenses paid, at some outstanding hotel."

2. **It's profitable:** Argument often given for incentive travel is that it makes money, since profit is the language most businessmen talk. Companies who use travel know the lure of distant places increase sales. Cost

HARRINGTON, INA — "Travel with a specific purpose will become increasingly popular as a sales incentive."



JOHNSON, Milwaukee Sentinel — "Travel award tickles the imagination and provides solid incentive on all levels."





BRICE, Dictaphone — "Recognition for achievement at convention with other top men is powerful added incentive."

of trip is taken out of increased gross income. This means companies do not have to budget capital funds to stage a holiday bananza.

With the profit factor in mind, Kenneth E. Staley, general sales manager, Chevrolet Motor Division, Detroit, reports, "We have had travel as incentives in past contests for dealers, dealer sales managers and retail salesmen, and quite successfully. At the present time, the decision to offer travel incentives is made individually by our regional managers."

Moreover, Chevrolet is not alone in this attitude. George W. Haag, vice-president, Facit Inc., New York City, comments, "Continuing use of incentive travel within our organization is positive proof that the idea works for Facit. With regard to future years, we believe that incentive travel will continue as one of our major dealer sales programs."

Proof that travel awards are money in the pocket lies in that companies repeat offer year after year. Dictaphone's Donald Brice says, "The fact that this will be our 18th such meeting indicates our conviction that this type of incentive program is profitable."

3. Means recognition: Dictaphone spokesman continues with another im-

portant reason for travel incentives of value to the company. He adds, "Money, of course, is the primary lure for salesmen. But recognition for achievement at a convention of their fellow top salesmen and officers of the corporation is a powerful added incentive."

Recognition for a job well done need not be restricted to the company level. Often travel brings prestige to company within the community. Neighbors talk about the Jones, who are going to France. When the question is asked, "How Come?" explanation that Jack Jones will travel as a winner of his company's sales contest places company high in community's eyes.

Many companies who recognize the full value of incentive travel, don't use it indiscriminately. H. S. Wilkinson, vice-president, director of sales, Abbott Laboratories, North Chicago, Ill., predicts, "Abbott will probably use incentive travel in the '60's, but we will confine it just to our own sales force and will not extend it to customers."

4. Favorable training conditions: Many companies use incentive travel coupled with sales meetings and training sessions. In this manner employees learn in the relaxed atmosphere of some swank resort area—where resist-



GRAY, Carrier — "Incentive travel programs enlist the wife as an active ally in stimulating sales."



HAAG, Facit — "Our experience has proven the value of incentive travel as a selling stimulus."

ance to learn is low. Combination business and pleasure often develops increased know-how and company esprit de corp. Another factor which often figures in decision to stage business-pleasure meetings (although seldom mentioned) is the tax situation. As long as incentive travel programs are primarily business, distant trips are not a taxable item. However, companies never lose sight of the fact that a distant rendezvous can be a splendid opportunity to exchange company and employee views.

One company that has never used incentive trips other than in conjunction with business sessions is J. I. Case Co., Racine, Wis. D. E. Fricker, general supervisor, Industrial & Utility Advertising and sales promotion, explains, "We have never actually used incentive travel in the way most companies do. Every year we hold a World Premiere. World Premieres are attended by our industrial and agricultural dealers, but in order to attend they must achieve a prescribed goal. This puts it more or less in the incentive class, but the situation is a business conference combined with vacation rather than just a vacation reward for good sales efforts."

Similar to the J. I. Case viewpoint is Facit's George Haag, who states, "Since our dealer organization will expand even further during the '60's, travel programs will afford us an ex-

cellent opportunity to hold meetings—for the purpose of exchanging ideas—on a dealer group basis and under relaxed and informal conditions. Our use of incentive travel since 1957 has proven, beyond a doubt, the value of this type of selling stimulus."

Gibson takes advantage of the relaxed and informal environment of a far-off resort to train. Charles Gibson reports, "Dealers at Gibson conventions receive product training and attend seminars designed to develop their skills as businessmen, in addition to seeing the world's premiere of the new line of products."

A plus factor in incentive travel is that program provides winners with a way to see the world in groups. International travel is often more problem than pleasure to the inexperienced globe trotter. He finds he is asked to juggle passport checks, baggage inspections and customs in sign language. Incentive travel programs provide a means for people to enjoy distant lands without any of the headaches in arranging their own passage.

5. Promotes loyalty: Brotherhood as an additional advantage of group travel is offered by James R. Orr, general sales manager, Studebaker-Packard Corp., South Bend, Ind. He remarks, "As different companies become aware that incentive travel is something to purchase in a package,



FOUCHE, Seiberling — "It's good psychology to have salesman tell his fellowmen about the trip."

such programs will get better. We try to give incentive travel on a group basis because traveling together builds brotherhood."

Orr adds, "A reward on top of a reward is needed in order to stimulate men to sell. There must be a reward other than survival (the pay check) to encourage men to sell harder. Travel as a reward is somewhat like a man who cuts his own wood. He warms himself twice."

Studebaker is not alone in realizing that travel together builds close ties. Invisible thread that ties people together in group travel is suggested when Russell Gray, vice-president and general manager, Unitary Equipment Division, Carrier Corp., Syracuse, N. Y., says, "Incentive travel enables our own sales people, the distributors and dealers to get to know one another better. A spirit of camaraderie can be engendered that binds people together into a harmonious working relationship."

6. It's publicity: A side benefit which companies recognize is the value of travel for publicity. Local newspapers are interested in company that goes abroad, when either company or employee is from area. Trade publications with the industry may be another medium which may take interest in trip. Announcements of

company employees to travel has certain advantages such as in the case of the Milwaukee Sentinel. Thomas Johnson believes, "Benefit is gained when pictures of carriers and other employees appear in the Sentinel taken in London, Florida, and other places remote to Wisconsin. Our subscribers feel we are doing something for our employees, carrier and dealers, which we are, and other sales personnel get the desire to win the next travel program."

7. Good sales tool: Incentive is seen to be a good sales technique to be used in an increasingly competitive market. More such offers are seen on the horizon by Dictaphone's Donald Brice. He foresees, "If the '60's become as increasingly competitive as many predict, we shall need even more effective programs than we have had in the past." The "Soaring Sixties" will find more companies will stimulate their salesmen to bigger things with bigger incentives.

Warning of tighter competitive market in the '60's is not only foreseen by Dictaphone. H. C. Davis, vice-president, marketing, Royal McBee Corp., Port Chester, N. Y., sees incentive travel as a partial answer to future competitive market. "We feel there is no question but that travel has proved itself to be a genuinely effective sales stimulant. As we enter the '60's we foresee that the

GIBSON, Gibson — "Trips for dealers to national sales conventions has worked wonders."



WILKINSON, Abbott — "We feel a future problem is to obtain reservations close to sales performance."

tightening competition in American business will demand increasing incentives if our sales force is to produce at maximum efficiency. The role of these incentives will therefore become increasingly important, and travel, we have found, is one of the most effective means of spurring the salesmen to greater achievement."

To help offset this more intense competitive situation, travel seems to stand out as a stronger incentive than ever. Facit's George Haag comments, "During the last few years Americans across the U. S. have developed a desire to travel abroad to an extent that surpasses all past experience. With the advent of a new and prosperous decade, we feel certain that the opportunity of free travel to other parts of the world for enterprising dealers will be a sure-fire way to achieve top results. There is every reason for us to continue this good method of sales promotion in the '60's."

8. **Has added drive:** "Incentive travel programs enlist the wife as an active ally in stimulating sales efforts," says Carrier Corp.'s Russell Gray. Partly responsible for the success behind incentive travel offers is the drive of the wife behind hubby. That family members boost a salesman's effort is also recognized by Frank G. Harrington, secretary-marketing, Insurance Company of North America, Philadelphia. He says, "Incentive travel will have to include the entire family if it is expected to motivate a man to extra effort."

STALEY, Chevrolet — "We have no national policy. Regional managers decide form incentive should take."



DAVIS, Royal — "There is no question that travel has proved itself as a genuinely effective sales stimulant."

Companies that award travel to winners' wives as well, set up special programs for the women while their husbands attend business sessions. Activities for women most often include golf, swimming, card parties, sightseeing and fashion shows. However, some companies have been known to invite women to special business sessions so that they may learn about their husband's work. To give wives an inside picture about their husband's world, Russell Gray, Carrier Corp., says, "We have found expense-paid trips to the factory a surprisingly strong incentive for man and wife."

9. **More attractive:** "With jet aircraft now rushing in a new era of travel and convenience, we believe that incentive travel problems in the future will be less than ever," says Facit's George Haag. With faster transportation, more distant locations become practical for companies.

Time away from home and business is often a major consideration for companies who want to "applaud" their employees, dealers and distributors for extra effort. Problem is to make award site distant enough so goal is worthwhile, yet not keep men away so long that it cuts into their regular work. Swifter transportation helps answer the need.

Russell Gray, Carrier Corp., sees speedier transportation in a different light. He believes, "Travel is likely to be an even stronger incentive in

the '60's because of the ease and speed of jet travel and the freeing of other comfortable aircraft and air-conditioned ships for special charter flights and cruises."

10. **Desire stronger:** Another reason to believe there will be more incentive travel in the '60's lies in belief that promotion by transportation and travel companies will further build travel desire. Gibson Refrigerator Division's Gibson says, "There is no reason to believe that the urge to travel will not increase in the '60's. The increasing amount of advertising and promotion being done by airline and tourist companies will further whet the travel appetites of everyone, including appliance dealers."

Probably there will be more Americans abroad in the '60's than ever before. Today, it has become fashionable to drive cars several years old, not to replace household goods just for the sake of change, and in general reduce the value of material possessions as a status indicator. Trend is to spend part of earnings on aesthetic values such as hobbies, art and travel.

11. **Sparks others:** Belief that winners who travel produce special drive to those in the organization who do not make trip is reported by J. A. Fouché, sales manager, Seiberling Rubber Co., Akron, Ohio, who says, "There is good psychology in having the top salesman taking a trip and then telling all of his fellow salesmen about it. It steams up everyone in the sales organization — more so than if the salesman takes the money and buys his wife a fur coat."

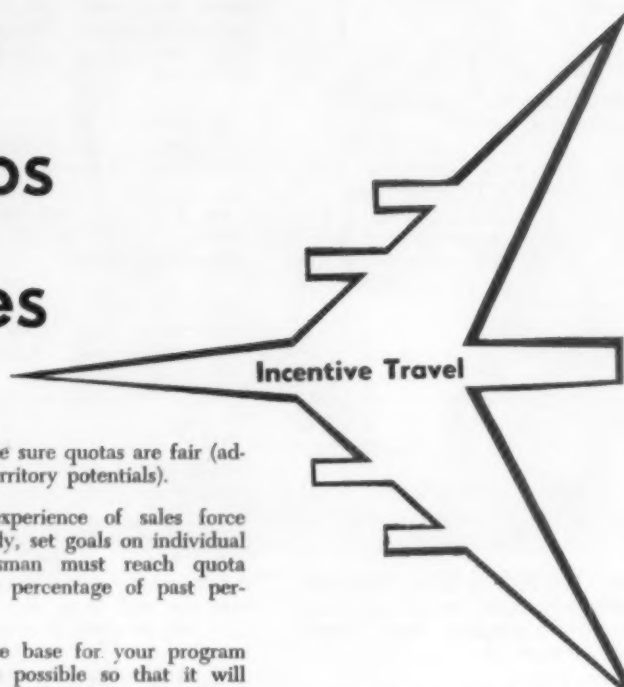
Demand that winners' travel is more popular than ever before among companies. In the past companies often had a tendency to allow winners to take cash in lieu of travel. Now, many find that it is to everyone's benefit to have people travel—winners have lifetime memories.

12. **Urge lasts longer:** Another reason for incentive travel in the '60's is program duration. Travel tends to incite extra sales efforts for a longer duration than straight cash awards. In view of this philosophy, Russell Gray offers, "Travel incentive affords a major prize for a campaign with a broad base of participation and of fairly long duration."

Along with all the optimism about incentive travel in the '60's, here are a few "look-outs" if you are to plan

(continued on page 177)

60 Tips on Incentive Trips For the Sixties



Plans for incentive travel programs are a maze of details. There are small details all along the way that must be handled to keep the program moving along successfully. Sometimes, incentive program planners become so enmeshed in details they forget important points.

To help you check on most of the important elements of a good incentive travel plan, here are 60 tips. They are a composite of what the experts and long-time incentive users suggest.

1. Define your objective clearly before you make any plans.
2. Determine what dollar profit company will earn if your goal is reached. This gives you a basis for deciding how much profit you will allot to the incentive trip.
3. Select a trip that will motivate the average man in your sales force.
4. Select theme for program that will excite imagination.
5. Make sure your program presents a realistic challenge.
6. Everything about your program should suggest luxury.
7. Integrate all promotion to tie in closely with theme.
8. Keep all your plans simple.
9. Try to include wives in promotion to get greatest motivation.
10. Plan plenty of free time for winners during trip.
11. Select your trip sites for quality and luxury.
12. If wives are included in program, make sure all promotion is mailed to homes.

13. Make sure quotas are fair (adjusted to territory potentials).

14. If experience of sales force varies widely, set goals on individual basis (salesman must reach quota which is a percentage of past performance).

15. Make base for your program as wide as possible so that it will motivate as many salesmen as possible.

16. Add little incentives during contest (small prize for highest man of the week, biggest sale of the day, biggest increase, etc.).

17. Be realistic about credit if contest loads dealers with merchandise.

18. If wife is included on trip, direct some promotion to her personally.

19. Explain to wives how they can help their husbands reach quota and earn trip for both.

20. Always keep contestants advised of their progress throughout program.

21. Play up shopping attractions of travel destination if wives are included on trip.

22. When you look over possible sites, check accessibility by all modes of transportation and frequency of schedules.

23. Check to see if competitor has not already selected same site or areas you plan to promote in your incentive program.

24. Make sure facilities are available at your destination for all the "extras" you'd like to include in your "package."

25. Examine hotel for adequate meeting room and banquet room for your group's use exclusively.

26. Check to see that there are no diverting activities at destination to compete with your planned program.

27. Are stage facilities available at hotel if you plan product presentations, skits or entertainment?

28. Check labor situation at site. Learn what union regulations—if any—exist and what you might expect to pay for labor.

29. In advance, get rundown of tipping practices and arrange to handle this at one time. Make sure everyone entitled to tips knows that it will be taken care of at one time.

30. Promote contest to sales force on a regular and heavy schedule with volume build-up toward last week.

31. Gather promotional material from every source: airlines, hotels, chambers of commerce, development boards.

32. Provide detailed information to winners on what weather to expect, what clothes to bring, what activities they may expect, what documents (passports, visas) are required.

33. Write contest rules in simple, straightforward fashion so that there

are no opportunities for different interpretations.

34. If you are not an expert yourself, use services of a travel expert to make arrangements—especially if foreign travel is involved.

35. Have a tour conductor, guide or host for each 15 or 20 people. If this is a company man, make sure he has complete instructions on every phase of trip and has contact with someone who can make immediate decisions.

36. Be prepared for chronic complainer. Even if he is unfair in his complaints or demands, try to satisfy or at least pacify him. His grumbles can spoil trip for everyone else.

37. Have enough company "brass" along to mix with group at every occasion.

38. List all your needs and wants clearly and early for all your suppliers: transportation lines, hotels, tour operators, etc.

39. Maintain complete check list and keep it up-to-date. Include names of people who have assignments and when they are to report on their activities.

40. Be prepared for emergencies—delayed planes, unforeseen weather, changes in local conditions. Have someone always available who can make immediate decisions on alternatives.

41. Have alternatives in your activities to cater to a variety of interests (everyone doesn't golf, nor fish, nor ride horses).

42. Be prepared for personal emergencies. Check out local situation on hospital and medical care. Also check return transportation availability if someone must return home in an emergency.

43. Look into liability and transportation insurance coverage early.

44. Plan some "meaty" sessions. Your best producers are on hand and they don't mind talking shop if session will help them to do a better job back home.

45. Dramatize program with a well-planned kickoff meeting.

46. If wives are to go on trip, make sure they are invited to kickoff meeting.

47. Include special favors as giveaways at kickoff meeting and for mailings to remind contestants of trip. These should tie-in with theme and destination.

48. Not only set contest goals but give salesmen plenty of ideas and materials to help them reach goals.

49. Publicize winners in their hometowns. Play up trip as special achievement award.

50. Plan publicity at destination in advance so local citizens appreciate influx of business and are pleased with group rather than "bothered" by demands on their service.

51. Include little extras that are not expected: flowers or fruit in room, souvenirs.

52. Be prepared to meet problem of trip winner who can't go because of business or personal problem. Know what you will do so that same handling will be given in every case.

53. Use equitable system to assign accommodations at destination, and let everyone know what system is (if all accommodations are not similar).

54. Plan some consolation prizes

for those who almost make quota for trip. They may have worked just as hard as winners and deserve to earn something for extra effort.

55. Consider in your program an opportunity for all levels of distribution to be included in contest. This makes entire marketing team enthusiastic, not just one segment.

56. Don't be afraid of being corny in your promotion. "Corn" stimulates gags and more talk you stimulate, more enthusiasm you will generate.

57. Don't offer side or extended trips (at winners' own expense) unless you have expert travel advice and handling, and arrangements can be made long in advance.

58. It is best to plan to spend time at one city or area rather than visit several in a short time. Visits to many places create many problems and don't permit relaxed atmosphere.

59. Check everything your group will have and do before you announce your plans. Personal inspection of site and facilities is a "must."

60. Don't expect an incentive program to cure all ills. It is a stimulant not a panacea. ♦



"The travel agency arranges your trip . . . you didn't have to hire a guide."



AT SECRET SITE Fawcett's James Boynton outlines '60 ad goal (left). Later, all take in local races (right).

Site Is Secret Until Plane Is Off

Fawcett's advertising salesmen were involved in a campaign that would end in a trip—but they didn't know where. Big teaser campaign with bee theme kept things buzzing. Salesmen were told clothes to bring, temperature to expect—but never destination.

Secret travel destination sparked interest in national sales meeting held outside the U. S. by House of Fawcett. Company turns out such publications as *Woman's Day*, *Mechanix Illustrated* and *True Magazine*.

Salesmen became busy bees in order to fill their 1959 "hives" with enough advertising contracts to reach year's quota. Each salesman was given his final quota—needed for Fawcett to reach '59's over-all quota—along with announcement of trip, last October. From then until the new year, there was nothing but buzz, buzz, buzz. Fawcett adopted the bee as symbol of its year-end sales campaign.

Original enthusiasm was kept alive with teaser campaign. Follow-up material was completely anonymous, although the sales force had little trouble guessing who was behind

reminders. For nine consecutive Monday mornings, each salesman received a black-and-yellow striped bee to display on his lapel. Enclosed with the bee was a short verse designed to give additional clues as to travel destination.

Reminders suggested the bees were to keep buzzing. Staff knew that sales meeting was scheduled for early January. Second bee carried a compass which indicated that a new course was being set. (New course could apply to either Fawcett or meeting location.) Another bee grasped a small record to represent increased sales. Vial of honey symbolized greater take-home pay. Last bee clutched miniature flight kit which hinted at transportation to be used.

At the same time, lapel badges were mailed to salesmen, bulletins arrived which recommended clothes,

expected temperature, and available activities at the conference. Although plenty of hints had been given out, location of meeting remained a secret until after take-off aboard the plane.

Purpose of meeting was to present the "Fawcett Fix" for 1960 which set a goal to increase advertising lineage by one third of what was sold in 1959. Fawcett celebrated its 40th anniversary last year, and at the same time had financially the best year in the history of the company. Sales meeting was to commemorate the two-fold achievement.

James B. Boynton, vice-president and advertising director, coined the phrase "Fawcett Fix" as another way to say quota in 1955. Since that time, it has become a household word at Fawcett. Boynton pointed out at 1960 sales conference that "advertising directed at a specific segment of the

population can be more productive than aiming at the complete mass."

He predicts, "This year the astute advertiser will find it profitable to pick segments of the market and develop them deeply and intensively. To locate just the right market segment, careful examination of media will be necessary. Certain media geared to the vertical and not to the horizontal approach are the media oriented to the special interest groups. Such an approach to a particular segment of the population with special interest will certainly induce the best response

to the advertiser's message."

Salesmen began the six-day conference with a cocktail-buffet reception on Sunday evening, first week in January, in New York City. Business meetings began the next day which devoted time to editorial content, statistics, survey results, and circulation data.

Tuesday, Fawcett group visited Fawcett's home office in Greenwich, Conn. Group inspected automatic IBM system used to shorten man hours in billing and circulation. That evening all boarded plane at Idle-

wild. At that time Fawcett issued flight kits, monogrammed with salesmen's names. Kit was entitled, "The Flight of the Selling Bee." After take-off, they learned by reading kit that their destination was Intercontinental Hotel, San Juan, Puerto Rico.

"To Bee or Not to Bee," a short skit dramatized four sales techniques and catapulted the group into hearing regional sales results for 1959. Skit officially opened morning business sessions in San Juan. Afternoons were set aside for sports, sightseeing and recreation.

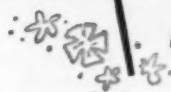
Skit was a comedy that depicts a media director on Monday morning after a heavy weekend. Unnerved by his wife's nagging, a headache and upset ulcer, Joe Drone sits down at his desk to find he is confronted with three space salesmen in his office. Parody makes full use of the bee theme—used to promote entire program. Drone asks his secretary, Miss Bee, to show them in one at a time as he takes bottle of pills from his desk drawer.

First two characters do their sales presentation all wrong—especially to a prospect in the mental state of Joe Drone. Third salesman, Sam, walks into the media director's office apparently behind the well-known eight ball. Drone announces he has to kill three pages of advertising from Sam Stinger's magazine, "Hammer & Tongs."

In a neighborly manner Sam says, "Don't worry about it JD. Those things will happen." Sam had just given Drone's secretary two tickets to a Broadway show, which when she mentions it to her boss before Sam walks in sets a cooperative climate. After two more tickets to Drone, an offer for lunch, and a scholarship to Princeton for his son, Drone ends up with 12-page contract for advertising in "Hammer & Tongs."

Woven into the entertainment, four important sales techniques were humorously presented to Fawcett personnel. Each salesman was to remember: (1) Know the facts about your publication and what it can do for your client; (2) Do not overload prospect with meaningless statistics; (3) Dramatize points through effective visual aids, and; (4) Show genuine interest in your client's problems.

Selection of San Juan as meeting headquarters was made after a thorough study. Management wanted to assure a relaxed but receptive mood among conferees. A distant location was important, yet sites had to be readily accessible. Also taken into account were time, climate, meeting facilities and room accommodations, and opportunities for a carefully



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ALL THIS—PLUS:

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at reasonable rates

OCEANFRONT
45th to 47th STREETS
MIAMI BEACH, FLORIDA

**"JET your
convention off
to a headstart"**



"Your whole group... up to 134 members... can jet-there-together on Northeast's New York-Miami jets", says Al Rondeau, manager of Northeast Airlines Group and Convention Sales.

"That's because Northeast flies the Boeing Intercontinental 707 jet... the newer, bigger, more-powerful version of the most experienced of jets. Northeast alone offers these 134-passenger jets between New York and Miami.

"So call on me, Al Rondeau, at Northeast's Group and Convention Sales Department, Logan International Airport, Boston. My staff and I specialize in you and your convention."

**NORTHEAST
AIRLINES**

planned program of social activities to coordinate with daily business sessions.

San Juan meeting gave management an opportunity to have sales forces of different publications to work and play together. Realizing staffs work separately the rest of year, Fawcett wanted men to get the feeling that they were all of one house.

Teamwork theme was of particular importance since Woman's Day was purchased in 1958 from Great Atlantic & Pacific Tea Co. Magazine's editorial and sales force (many of whom had been with the publication since its inception more than 20 years ago) had not attended a Fawcett national sales meeting before. It was hoped that at an all-Fawcett advertising sales conference at some isolated spot (away from familiar haunts) the two groups might get to know each other and develop closer cooperation.

Meeting program was not without music. Comedy songstress Carol Channing sang specially written lyrics (take-off on popular song, "Mack -

The Knife"). Words humorously describe Advertising Director James Boynton as to the type of boss he is. (Sometimes companies overlook importance of having a management with a sense of humor.) Miss Channing was principal entertainer at the Fawcett combination business-pleasure holiday.

Recreation included a day at the races in San Juan's El Comandante Race Track. Fawcett personnel had a reserved section of the club house in which they had lunch and afternoon of relaxation. Roger Fawcett, vice-president and general manager, awarded a company sponsored trophy to the owner of the winning horse in the sixth race.

End result was that the San Juan meeting presented an opportunity to crystalize appreciation for the sales force toward achievements Fawcett has made in its 40 years of publishing. However, meeting is not the end, for Fawcett management set new goals - an even higher summit.

"Jim-The Knife"

Fawcett employes heard comedy singer Carol Channing sing special lyrics to describe James B. Boynton, vice-president and advertising director, as salesmen might see their boss. Happy Felton wrote the following parody for 40th anniversary, at Fawcett national sales meeting in San Juan.

*Oh, the boss has such a smile, man.
And he shows it pearly white.
But JBB—has a fix, man,
and he keeps it out of sight.*

*When he calls you with a memo,
reading "See me," JBB.
Then look out, boy,
you are through, boy,
get you down on bended knee.*

*On the fifteenth floor, Monday
morning,*

*lie four bodies for all to see.
Someone's sneaking around the
corner,
is that someone JBB?*

*There's Jack Webster and
Bud Walsh, man—
Woodie Grove and good old Cliff.
They missed the fix, man,
Boynton's called them,
now they're lying cold and stiff.*

*But when the fix is met
and the books are closed,
then he calls you—full of charm.
Come on down boys—have a
drink, man
Miss Goyette will twist your arm,*

*Happy Roger, Happy Gordon, Buz
& Roscoe
Go get tight!
Hold your hats, boys—
JBB's here,
1960 starts tonight!*

Le Reine Elizabeth & The Queen Elizabeth

THE LATEST WORD IN SERVICE FOR CONVENTIONS!



You and your group are assured of the most efficient attention, gracious service, and the ultimate in function facilities when you hold your convention or sales meeting at The Queen Elizabeth, Canada's newest and finest hotel. Here are 15,000 square feet of exhibit space, 23 meeting rooms for up to 3,000 for meetings or 2,000 for banquets... and 1,216 spacious guest rooms, each with individually controlled electronic heating and air conditioning. Yours at The Queen Elizabeth are the same impeccable service and superb convention facilities as thousands have enjoyed at The Waldorf-Astoria, Palmer House and other Hilton Hotels in the United States. Added welcome conveniences are the direct indoor connections to the garage (free to room guests), the Canadian National Railways Station and Montreal Air Terminal. Delegates attending conventions here will thoroughly enjoy their visits to Montreal, where British institutions and French traditions are delightfully blended. Plan now for your next meeting at Montreal's most modern convention hotel.

THE QUEEN ELIZABETH

MONTREAL, CANADA (a C.N.R. Hotel)

Donald M. Mumford, General Manager

For information contact The Queen Elizabeth, Montreal, Canada—Telephone UNIVERSITY 1-3511, or Sales Division, Hilton Hotels International, The Waldorf-Astoria, New York 22, N.Y.—Tel. MURRAY HILL 8-2240.



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National's complete "Delegate Service" and effective incentive program, stimulates a "full house"... generates infectious enthusiasm... crowns your efforts with a rousing cheer for a job well done.

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Please send me full information about your Group Charter plan and Delegate Service.

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RCA Joins Travel Band Wagon

For first time, RCA sponsors trips for TV dealers. In past, distributors staged own incentive travel programs. Las Vegas and Miami Beach sites for meetings. Contest ends this month. Aim: to get best dealers together to push color TV set sales.

RCA finally has joined the "club." It has become sponsor of its first incentive travel program for dealers.

While its current contest, Jan. 1 through March 31, is its first national incentive program, Radio Corp. of America is no stranger to incentive travel. It has cooperated with its distributors for years in their campaigns. Actually, many RCA distributors are the most active incentive travel users in the appliance field.

What's behind RCA's plunge into a full-blown incentive travel program? Communications and color.

After an investment of \$130 million in color television, RCA has discovered that its big block to rapid expansion in color TV is the dealer. Dealers have not received the "complete and exciting" story on color, nor have their now unfounded fears and reservations been allayed.

In the past, all enthusiasm for color was transmitted (and often watered-down) through distributors. Now, the company feels it should go directly to the dealer. It wants him to get the story first-hand.

Why after all these years of color TV does RCA suddenly want to change its "ways"? Two reasons: Color TV sets can now be produced at no loss per set, and color sets are starting to move. Until mid-1959, it cost RCA more to produce each color TV receiver than it could put on the

price ticket. About eight months ago, volume and technology reached a point where cost to produce a set was lower than the prevailing price tag. At the same time, color set sales showed promising gains.

What RCA found was that dealers who were pushing color sold it. Average dealer sat back. He seemed to believe competitive statements that color hadn't yet "arrived." (Most dealers carry multiple lines and are subjected to competitive claims regularly.)

So, to get right to the dealer, to stimulate him to want to sell color, RCA conceived its first national incentive travel program. To keep dealers in manageable groups—and problems at a minimum—two sites were selected. For dealers in Midwest and West, Las Vegas was the incentive spot. For dealers in eastern half of the country, Miami Beach was the "prize."

RCA did not set an incentive quota for a free trip. It did, however, suggest that distributors require dealers to buy 10 color TV receivers during the three-month contest period to qualify. RCA let distributors set quotas to make contest equitable for all. (Distributors know local conditions and dealers better than factory people.) Distributors share expenses with RCA for the incentive program.

Two big ideas are behind this pro-

gram:

1. RCA wants to reward dealers who are doing a good job with color set sales.

2. Company wants to make its best dealers even more enthusiastic and proficient in color sales.

"I'm enthusiastic about this idea," says Jack Williams, advertising manager, RCA home instruments. "Where a dealer is enthusiastic about color, he'll sell color."

"There's going to be sales training activity in Las Vegas and Miami Beach. It will be sugar coated, but intense," Williams reveals.

First day of incentive trip, dealers will be exposed to RCA's new color TV line for 1960-61. This is the first time dealers have been shown the line by the company. Heretofore, all showings have been by distributors.

Jam Handy Organization is now working on staging of line introduction. Two sets of props will be prepared, one for each site. Meetings are staggered, May 17-20 in Las Vegas, May 25-28 in Miami Beach. This will allow top company personnel to be at both meetings. To play it safe prop-wise, however, all stage material will be duplicated and shipped long in advance.

Second day, dealers will be shown and told how to sell the line they saw unveiled on the first day. This full-day of training, RCA hopes, will capi-



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Announcing another great convention feature at the Shoreham — the magnificent new \$1,500,000 Shoreham Motor Inn, adjoining the Hotel. Your members who arrive by car will enjoy the informality and deluxe accommodations of the Motor Inn . . . yet they'll be just a few steps away from all your group activities. An enclosed passageway leads directly from the Motor Inn to all the Hotel's meeting and banquet rooms.

Overlooking Rock Creek Park, the Motor Inn is centrally located and easy to reach by car from every direction. Every spacious, air-conditioned room has free TV and a beautiful park view. And under our Family Plan, there's no extra charge for children accommodated with their parents.

The new Shoreham Motor Inn is one more reason for planning your meeting or convention at the Shoreham Hotel, where you'll find 17 meeting rooms for 35 to 1000 . . . banquet rooms for groups up to 750 . . . 650 air-conditioned guest rooms for conventions in the Hotel and Motor Inn, accommodating 1300 persons . . . and 44,000 square feet of drive-in exhibit space. For details, mail the coupon today or phone any of our representatives listed below.

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MARCH 18, 1960



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Shoreham Hotel and Motor Inn
Connecticut Ave. at Calvert, Washington, D.C.

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Company _____

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City _____ Zone _____ State _____



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Nine holes designed for the "Coronary golfers". The other nine sportier, even to sinking a putt and driving off the side of Camelback Mountain.

SUPERB FOOD — Breakfast trips and moonlight steak fries on the desert over an open fire.

ALL SPORTS AVAILABLE — putting greens — tennis, riding, heated swimming pool, square dancing, sightseeing trips.

The nearest inn to Scottsdale—the "WEST'S MOST WESTERN TOWN", with the most interesting shops and stores for every occasion.

PARADISE INN offers warm hospitality and every facility for a successful and memorable convention.

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An Oasis of Luxury in the Sun Filled Desert

OCTOBER 15 to MAY 1

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Superior 7-3933

talize on the enthusiasm it expects to generate when it shows the line.

Third and fourth day will give distributors time to meet with their dealers and for home-office executives to mingle with dealers. The latter, RCA considers especially important.

About 1,000 dealers are expected to qualify for the trips. In Las Vegas, RCA will use three hotels, Tropicana, Flamingo and Riviera. Stage presentation of new line will be shown in the Riviera. In Miami Beach, RCA will use Fontainebleau hotel.

By doubling quota, dealers can earn a second trip. RCA expects dealers to be more inclined to take top salesmen along rather than wives. Because of the business and training aspects of sessions, RCA expects dealer salesmen in large numbers. "Many of our dealers probably will run incentive travel contests of their own," says Williams, "with second trips earned by dealers used as prizes for winning salesmen."

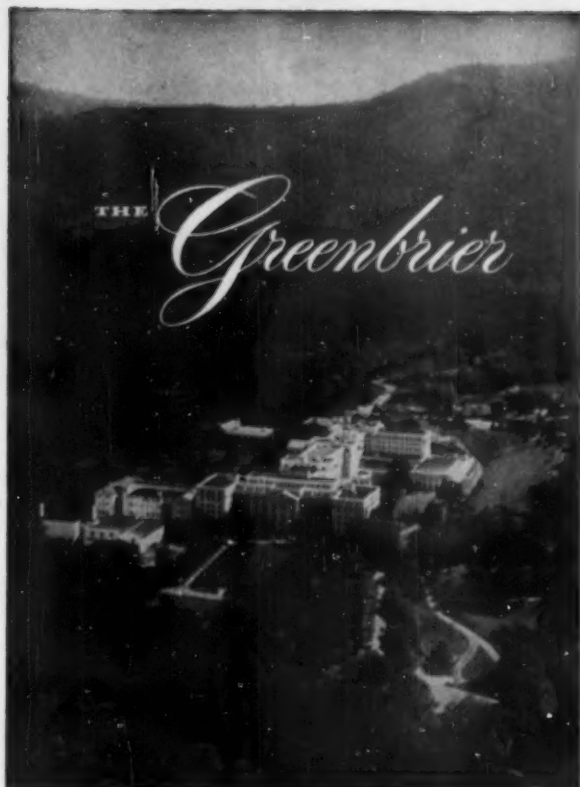
Only time RCA came close to direct contact with dealers was back in 1938. At its distributor meeting then in Atlantic City, RCA brought in some of its top dealers in the New York City and Philadelphia area to see the new line right after it was shown to distributors. However, until this year, RCA has studiously avoided "going over the head" of its distributors in matters of dealer contact and dealer exposure to new lines.

Theme for this year's incentive program is "Fly away with RCA on a color-full holiday." Two sets of promotional mailing pieces were created by E. F. MacDonald Co. (MacDonald Co. is handling all hotel and travel arrangements as well as promotional material.) One set is aimed at dealers eligible to go to Las Vegas, other is for Miami Beach-bound dealers.

RCA executives expect to have three days of rehearsal for stage presentation of new line in Las Vegas and again in Miami Beach. Big problem with on-the-spot rehearsals will be time. "We have to leave the room by 6 p.m. and can't start again until after 2 a.m.," says Williams. (Riviera's regular stage shows require the supper club room from evening until the close of midnight show.)

After the trip, says Williams, props used for product introductions will be turned over to distributors in nearby areas. "It's cheaper than returning them back here (Camden, N. J.)," he says.

Now that RCA has its opening contact with dealers, it tends to make the most of it. It has plans for a "Color Sales Achievement Club." Hint is that this club may come in for some incentive travel, too. ♦



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FOR INFORMATION write Charles L. Norvell, Dir. of Sales. Also reservation offices: New York, 17 E. 45th St., MU 2-4300 Boston, 73 Tremont St., LA 3-4497 • Chicago, 77 W. Washington St., RA 6-0624 • Washington, D. C., Investment Bldg., RE 7-2642 • Glen W. Fawcett: San Francisco, 1029 Russ Building, YU 2-6905 • Seattle, 726 Joseph Vance Building, MU 2-1981 • Dallas, 211 N. Ervay, RI 1-6814 • Los Angeles, 510 West Sixth Street, MA 6-7581.

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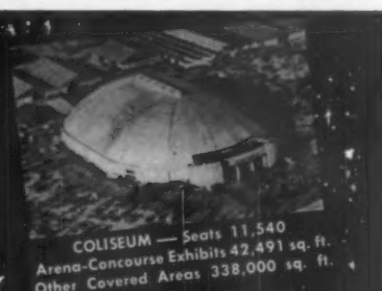
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MUNICIPAL INFORMATION BUREAU, CONVENTIONS DEPARTMENT
1530 Navarre St. • San Antonio, Texas

Incentive Travel Trends As Seen by the Pros

Twenty trends for 1960 in travel programs. Trips will be plushier with more business sessions. More companies will try plans with several plateaus—more distant trip for more sales. Activities will be better planned — more surprises.

By A. E. OSTHOLTHOFF
President, The E. F. MacDonald Travel Co.

"Not take our dealers on a trip this year? I'd rather cancel our ad budget!" These words spoken by the sales manager of one of the country's largest appliance manufacturers reflects the respect that incentive travel has developed in top management circles. And for good cause.

Skillfully applied travel incentives spurred American management to break through long standing sales barriers in 1959—and these same skills can be counted upon to score even more effectively in 1960. But the incentive travel field—like advertising or any other creative field—is fluid, ever changing.

New techniques are developed by trial and error. More efficient techniques and handling skills are won through experience. What are they and how will they influence travel incentives in 1960? Here are 20 trends from a hundred travel specialists who make up the E. F. MacDonald Travel Co. in Chicago. These specialists planned and executed several thousand travel incentive plans in 1959. Their programs carried upwards of 50,000 persons to and from destinations all over the globe with sales in excess of \$10 million. Check your 1960 plans with these 20 trends and see how you score with the experts.

1. Lush and plush: Trips in 1960 will be more luxurious than ever. Greater effort will be made to give trip winners a "never-to-be-forgotten" experience that will pale any previous trip experienced. Stops are out for first

class travel, rooms facing the beach, mouth-watering menus, music to dream by and the VIP treatment all the way. There'll be more limousines and fewer buses, more champagne and less beer, more steaks and less chicken a la king. The "cheapie" deal is losing support. Management has learned that a few more dollars spent here can be counted upon to inspire many more sales later.

2. Built-in business: In 1960 most incentive trips will come with built-in business sessions designed to strike for new product acceptance while the salesman or dealer is hot with gratitude. There will be several business clinics daily with shirtsleeve discussion seminars planned for pool-side, beach or sun deck. There will be printed agendas to reveal thorough coverage of product information, promotional plans and service problems. Salesmen will come home not only well rested but better informed.

3. Wives will win: More wives will



travel with their husbands in 1960, and they'll earn their way. Wives will be told by trip sponsors what they can do to help hubby be a winner. They will keep sales records, address prospect cards, set up appointments for demonstrations and, yet, actually sell in order to help qualify two for sunshine and pleasure. All this of course in addition to inspiration, comfort, and all of the standard wifely encouragements. Wise trip sponsors will get the most results out of the total salesman's family unit.

4. Plateau-plan play: More companies will employ the tested plateau plan in '60. Winners will be encouraged to keep on winning after they've won. Having won a trip to Los Angeles for selling 10 tractors, a salesman can win further trip to Hawaii for just selling eight more — and then there's Japan and the Orient for top, top performers. Proper planning will stretch good effort into championship form as so-so salesmen pitch hard and convincingly for extra mileage of travel, extra days of sun, extra hours of fun.

5. Fashionable foreign features: Caribbean and Mexico will get a heavy play in 1960 — much more so than ever before. Out of the states



resort areas will get the big boost because of the glamour of far-away places and jaded tastes of travel-wise dealers. Off-the-beaten track location will be eagerly sought by trip sponsors — but at no loss of luxury. If your budget permits, Hawaii, Asia and Europe will be chosen — with more days allotted for travel and stay. U.S.A. convention centers and playgrounds will do well, but big efforts will be featuring the foreign fashion.

6. A boost for boats: 1960 will see more trips "take to the water." Cruise craze will crop up again with business session conducted in the liner's thea-



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Here are over 41,550 square feet of unobstructed air conditioned floor space...an oversize elevated stage, 60' by 60', for display of vehicles, heavy equipment and product shows...at the famous Concord Hotel, where you get more work done while you have more fun!

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Additional advantages of this American Plan hotel include:

- Golf on two courses
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- 90 minutes from New York City
- Nearby airport
- Indoor and outdoor pools
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- All-weather sun bathing
- 1000 bedrooms
- 75 executive suites
- Modern shops
- Open all year round
- Every facility to keep your men (and their wives) on the spot, available for meetings

Yes, the Concord has the facilities and the manpower to help make your convention the greatest ever. We've had hundreds of the biggest and best—and they come back year after



THE ULTIMATE IN COMFORT. Deluxe air-conditioned master suites, each with TV and two bathrooms, add pleasure and relaxation to your convention.

year. Here are just a few of our recent clients:

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RAY PARKER, General Manager
Jay Cohan, Convention Sales Manager

New York City Convention Office,
41 East 42nd St. • YUkon 6-5910
or Call Monticello 1140



ter or on the sun deck with participants wearing sport shirts and Bermuda shorts. There'll be day-long stop overs at tropical ports with the luxury liner serving as a floating hotel. Ocean liners will board passengers in Florida, rather than New York, to save four days' time to reach tropical waters. Entire liners will be leased to insure privacy of product previews and captive audience attention.

7. Party comes to the people! "Now is the time . . ." In '60 the party will come to the aid of the people. In the past, theater tickets have been distributed, city night tours offered and the group of winners is pretty well splintered during evening hours. This year wise management will keep its group winners intact by building custom entertainment in the headquarters hotel ballroom. Fun will be fancier, cost clipped, and "cross-pollination" of business small talk continue to the sponsor's benefit.

8. Badge, banner and balloons: This will be a year when the small but important points of a successful incentive trip will not be overlooked. Imprinted and personalized badges will await the winner's arrival. A welcome banner will greet him at the airport — at the hotel — in his room. There will be printed activity agendas and decorations will be employed better than ever. Crepe paper will join imprinted balloons to lend a festive air to even minor gatherings. Music will be used to transform a conventional convention hall into Arabian nights glamour.

9. Hospitality suite how-to: Trip-wise management will plan hospitality suite hours not only for reception, information and farewell purposes, but also open house for free time to encourage continued friendship building — salesman to salesman, management to dealer, hostess to attending wife. Where businessmen gather,

business will be discussed — and the weak will gain from the strong. A few extra dollars spent to lengthen hospitality suite life will return many fold in better management-dealer relations and newly gained sales savvy.

10. Free-time fallacies: Schedules of activities will not be over-organized in 1960. There will be plenty of play-time offered on an optional, free-time basis where winners can choose their sport — swim, loaf, attend the hospitality suite open house, or do nothing — as they wish. Business will be confined to mornings with afternoons free. Choice of activities will be offered and evenings will be planned for custom-built parties with full group participation. Business sessions will be tightly controlled, but free time will be loosely reined to encourage individual preference of activity.

11. Pick the pros: In 1960 professional travel incentive producers will be called on to perform more than before to insure trip success and travel safety, comfort and satisfaction. Last year saw the decline of "do-it-yourselfers" who found they were paying for but not getting the experienced handling of their groups. Management has come to recognize that when ill, a doctor is called for; when building, an architect is employed; when advertising, an agency is commissioned; and when planning incentive travel, counsel and direction of pros is sought. They can draw on limitless experience, meet every emergency, demand and receive the finest accommodations and guarantee traveler contentment.

12. Plan vs. place: This year will see awakening awareness that it's what happens after you get there that



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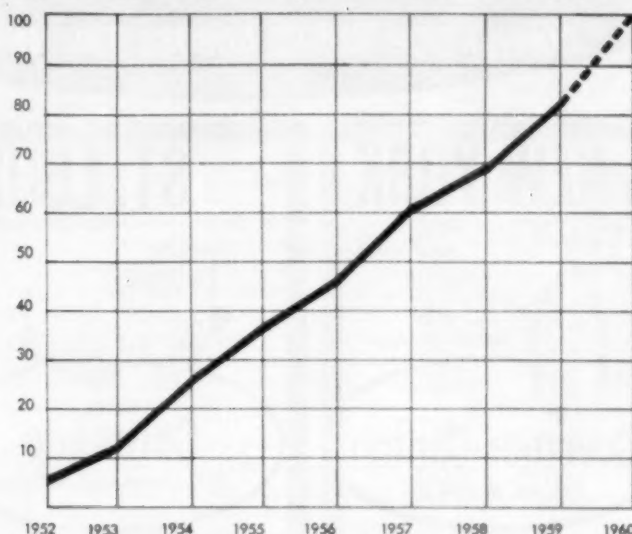
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Investment by Industry in Incentive Travel Programs



counts. A glamour spot while important, is not in itself sufficient. Highly successful trips have been made to less-than-exciting locations — but programming while there, carried the enthusiasm through. Ideally, good place plus good programming is the better bet and steps up satisfaction. Even a highly touted resort will just "lay there" unless pulled together and brought to life through skilled scheduling. It's the empty dress that needs the female form to be exciting.

13. Plan pre-trip pep: Most successful incentive trip conductors plan important pre-trip winner warm-up. Once a winner has qualified, in addition to congratulatory messages, he will receive a printed schedule of activities, a greeting from a high official of the city to be visited, picture post cards mailed from that site with facsimile handwritten messages. A lady's program of events will be mailed to his wife. Small, inexpensive souvenirs together with samples of sand, fish-hooks, pressed flowers and a hundred other trip teasers will find their way to a winner's home to build pre-trip enthusiasm and amplify anticipation.

14. Sell next one — now: 1960 will see greater continuity of annual incentive trip plans. Management will be planning next year's occasion for announcement during this year's trip. More top executives will come to know the value of a continuing pro-

gram: pride of their dealers who qualify year after year; loyalty engendered to company and product by long range planning; enthusiasm that next year's plans receive during this year's enjoyment. Each program will become the solid successful base for the next.

15. Good follow-up is good business: We'll see more follow-up activities after the trip is over. It's just good business sense to play a winning hand, to keep winners grateful after the reward is over. Group photographs, newsy bulletins, personal letters, phone calls — all contribute to milk the most goodwill from a trip concluded. Hosts' wives will write dealers' wives — and many more planned follow-ups will build strongly for future sales and develop longer loyalty.

16. Theme's the thing: A good incentive trip plan deserves a good name. A theme serves several purposes — all important: (1) Theme for the trip provides the basis for pre-trip mailings; (2) Theme lends inspiration for meeting room decorations; and (3) Your theme, properly chosen, becomes the backbone and continuity for the business program. This year will see greater imagination than ever in theme selection and implementation.

17. Broaden base to hasten pace: Opportunity to win a trip will be greater than ever before. Shrewd

management has learned that many winners of a lesser trip are more beneficial than a few winners of major trips. So in 1960, more companies than ever before will broaden the base of their trips by permitting more participants to win. This calls for canny site selection and better budgeting—and that calls for professional travel counseling. This plan encourages the 75% of the sales force that writes 25% of the volume.

18. Fun in the air: A new winner-wormer technique has been developed in the past few years that will be employed even more than the year before. Where winners dominate a plane, fun starts on the plane. Plane is decorated—outside with welcome banners, inside with crape paper, balloons—all woven around the target resort. A trio in costume play for winners aboard; music continues in the plane either live or by recordings played over the P.A. system. Souvenirs are distributed, lectures on currency and customs of their destination are given and games are played for prizes. Happy winners are the product. They arrive more sold than ever before that their host is thoughtful.

19. Hosting's a 24-hour job: Good hosting is not a "sometimes" thing. It starts days before the first arrival. All arrangements and plans are checked in advance. Winners are accompanied on chartered planes. Host works 24 hours a day during the event and remains on the job until the last winners arrive at home. It's a job for the pros with sponsoring company executives devoting their time to furthering

goodwill and friendship with dealers. (Professional conductors are trained to cope with the unexpected—deftly, quietly but effectively. Any hour of the day they can produce a doctor, dentist, produce bail or bond, calm local officials. As a behind the scenes worker, a good trip conductor is worth his weight in goodwill.)

20. Bounce budget blues: Let's suppose that the preceding 19 points have met with unqualified agreement. Logical question now would be: "Sounds great, but how can I accomplish these things and stay within the prescribed boundaries of a fixed budget? How can I keep expenditures in line with money allocated?" It's easy. Only sure way to look good to the fiscal department after the trip is over is to let the pros take the risk. Professional trip producers can give you all the above and more—with a firm price that can be budgeted. Move budget blues "monkey" where it belongs, on the back of the pros, while you make like a wizard with fiscal boys in 1960. This will be the plan for most.

Prediction: In 1960 you will sponsor your most successful incentive travel occasion, because, never before has the appeal of far away places been greater. Business will be good for you because the country's economy is sound. Your trip site will be well chosen; your plan skillfully prepared and executed. You and your trip winners will conclude the event satisfied, and sold on travel as an incentive as a business producer.

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J&J BRASS answer all questions from floor at national sales meeting.

J&J Is Back with Travel

Salesmen learn of trip at show-biz meeting. J&J believes its trip should be strictly pleasure and executives don't go along. Because pleasure trip is taxable to winners, J&J pays the tax.

Johnson & Johnson Co. scored a big surprise at its national sales meeting in Boca Raton, Fla. "There's No Business Like Show Business" theme of Johnson's Hospital Division's six day affair was topped off by company's latest incentive travel plans—a trip to Bermuda.

"Meeting scoreboard" shows both management and employees introduced surprises along way to add flavor to meeting. However, executives were somewhat awed at employees initiative to inject ideas of their own in an already full agenda.

Singing quartet staged special "wake up call" to executives with the help of the Boca Raton telephone operator. Notoriety scheme "spot-lighted" group that was scheduled to compete for prizes in a company con-

test in the evening. Competition itself had unusual twist. Management awarded best prize to the last place quartet. Prizes were not valuable enough to cause hard feelings.

Another mark was chalked up for employees, when a Midwest salesman showed group movie of Johnson's last incentive trip to Jamaica. The unexpected review conjured fond memories. Movie inadvertently helped set climate for Bermuda offer staged to climax meeting.

Bell hops used electronic, hand speakers to announce, "Curtain time! See the Abbey players. Curtain going up." Abbey players were four salesmen who put on skits at the beginning of each portion of the business meetings.

"Skits were used to get men back

from coffee breaks on time. It worked, too. Our program ended up right on schedule each day," reports William H. Borsdorff, hospital division's sales manager.

► Johnson adopted Irving Berlin's "There's No Business Like Show Business" because company felt it best portrayed its sales philosophy. There is no better way to sell than to show clients what the product does. Salesmen have kits which actually demonstrate advantages to customers.

One salesman thought a box which contained paprika was best practical method to demonstrate to customers sealed packages. After shaking box which contained a J & J product, competitive product and paprika, salesman was able to show doctors

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- 3** Enjoy Sheraton's new air-conditioned **Meeting House** — custom-designed for conventions, with facilities that can be enlarged to seat 1000 or divided to accommodate 5 smaller groups in complete, sound-proof privacy.

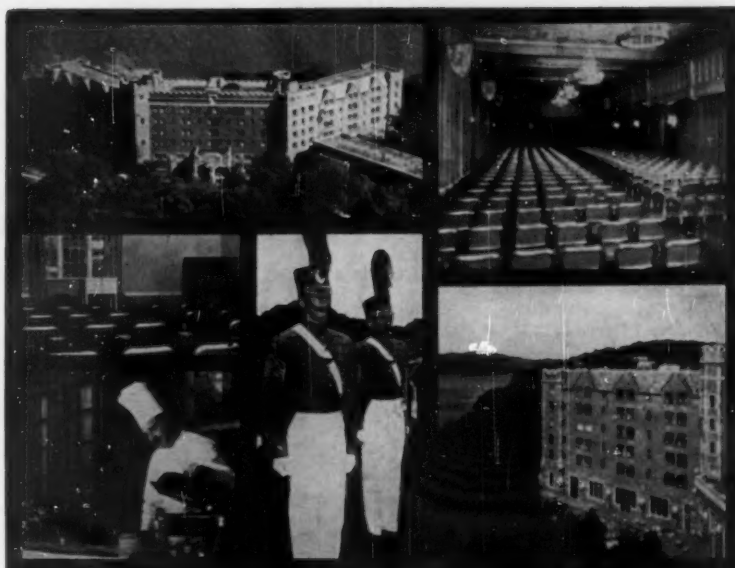


WANT TO KNOW MORE? Write Mr. Chandler or Sheraton Hotels, National Convention Headquarters, Sheraton-Park Hotel, Washington, D. C.

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Sales Manager

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Shawnee - On - Delaware, Penna.



ONE OF NINE J&J quartets sing. Last place group wins best prize.

visible proof that J & J package was really sealed.

Surprise presentation of trip to Bermuda was staged with a minimum of confusion since promotional posters were concealed behind "There's No Business Like Show Business" decorations. Full impact was achieved when suddenly Broadway atmosphere was converted the last day to "Men of Action" theme for Bermuda trip.

"There's No Business . . ." theme duplicated theater world right down to the well-known playbills. "Show-bills" were distributed to attendees to list principal speakers as the cast. In place of traditional acts were listed the different portions of the sales meeting. Advertisements were in reality announcements of fun affairs planned for the salesmen.

Meeting room itself contained a stage. On walls, actually Broadway hit posters (seen in many railroad stations) were plastered to give show atmosphere. To change over theme quickly, meeting planners had to simply tear down play posters to reveal Bermuda travel promotion.

Incentive travel was resumed after company introduced its cash bonus plan last year. A cash plan was adopted after a number of salesmen expressed their desire to have cash in lieu of travel. However, after cash awards were issued, salesmen were disappointed when they realized there was little to remember, such as their previous incentive trip to Jamaica.

After a complete evaluation of cash incentives, company decided to return to travel as main award. Travel

permits lifetime memories, which is more substantial than vague notions of achievement represented by cash—used most often to reduce family bills. "Besides," adds Borsdorff, "an added advantage of travel to the company is that Johnson people tell their friends about the trip."

In order that would-be dissenters may be encouraged to travel, trip is given tax free and company pays any additional family costs which might be encountered—such as baby-sitter fees.

Income tax laws require that any salesmen who travel on an incentive holiday, where purpose is primarily pleasure, must include trip value as income. Tax could be a sore point, when a salesman finds that he has worked hard to earn a trip only to later find that he must pay Uncle Sam money for his reward. To offset this adverse effect, Johnson pays tax for its employees who earn trip.

► "We think you have to change incentive programs to get enthusiasm," comments Borsdorff. This philosophy can be seen in the way company handles its incentive programs. "Keep it active, interesting, and do not be afraid to change plan mid-stream to get more out of program." In 1959 management threw in 24 ladies' diamond watches for winners' wives half way through incentive program to give it added punch.

Company does something with incentive program that sets it apart from others. Incentive award is based on a 12-months program (usually

Q

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OR
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ARAWAK P.O. 3
OCHO RIOS, JAMAICA, W. I.

Robert M. Souers,
General Manager



thought too long by many companies). Year is broken down into two-month promotions. Each period features a different product which salesmen are to push.

Sales territories are approximately the same size. Management measures its territories by the number of hospital beds in each. Normal number is around 1,000. A salesman in New York City might have that number of beds in one hospital, while a man in Arizona has to canvas half the state.

In handling incentive awards, company had to recognize another problem. In some territories Johnson might

sell 90% of all medical supplies sold in that area. This leaves salesman with less room for improvement than a man in a territory that has less of potential market. To offset inequities, regional sales managers have authority to recommend that a man be awarded travel even though his quota is not what contest prescribed. In this respect salesman works against his own record, but generally, program means he must compete against others.

All sales territories are separated into four major areas: Eastern and Great Lakes; Central and Midwestern;

Southern and Middle Atlantic; and Southwestern, Northwestern and Western Divisions. Major areas are felt by management to have common sales problems. One factor which figures in evaluation is that each area has relatively the same product acceptance by hospital officials within its boundary.

At sales meeting executives spelled out 1960 incentive travel program in full. Salesmen win in five ways. Top 14 salesmen and their wives to go on a Bermuda holiday. Prizes are:

1. Salesmen will get a 2% commission on all sales over quota.

2. E. E. Dickenson Award (\$500 cash plus a portrait of winner) is given to "Outstanding Salesmen of the Year."

3. Any salesman who accumulates a \$150,000 increase in sales, within any five-year period, qualifies for "150 club." Each member is given an engraved watch when he enters.

4. J. J. Gallagher Plaque Award is given to any salesman who increases his sales 10% or more in a year. Award has been issued the last three years.

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Write Indies House or contact Premier Hotel Representatives, Inc. Executive Office—New York City—48 E. 57th St.—Plaza S-9747. Service Offices—Atlanta/Miami/Los Angeles/San Francisco/Seattle.




FLORIDA

5. Merchandise prizes (everything from furniture to toys) will be given to five top salesmen in each major area based on a point system.

Salesmen must win in more than one category to qualify for Bermuda. Those to travel are strictly on a holiday. Management does not accompany winners to make trip in any way a company affair.

Sales executives frankly admit that while the 1960 incentive program has been laid out, details of each two month period are still to be completed. Plans for later periods depend on whether new products will be ready for marketing as planned by Research Department.


Point system to be used will vary with each two-month period. Some promotions will be scored on a straight volume basis, while others will be rated with specially devised formula. For example, January-February period was scored on formula of sales volume to beds to number of accounts. Some salesmen can sell large quantities of products with a few sales calls because of their territories, while others may have to make a great many to reach the same volume. Management feels that all salesmen have equal opportunity with the formula.



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► Presentation of Bermuda trip plans was complete surprise to those present (except for the meeting planners). Since a cash bonus plan had been used for 1959, salesmen had no reason to anticipate a travel offer. Reaction to reintroduction of travel was favorable. One salesman remarked, "Jamaica was the greatest thing that ever happened to me." Strong enthusiasm seems to indicate company will have a successful sales contest.

► At J & J's recent meeting, blowup of a product package was used to introduce speaker Edward W. Baker,

product director. Baker was hiding in box during introduction, during which committee pretended it could not find him. Suddenly the box opened and out stepped Baker—most unusual entrance staged during meeting.

Business meetings consisted of full-day sessions on Monday and Thursday with half day meetings on Tuesday, Wednesday and Friday. Free afternoons were devoted to golf and deep sea fishing.

No speaker had more than a half hour, except those brought in from outside the company. Richard D.

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SEEING Britain is one of those grand and glorious things that nearly everybody hopes to do some day. But comparatively few ever get the chance.

What a sales incentive for your dealers! Britain bristles with exciting goings-on twelve months a year. Flat racing. Steeplechasing. Shakespeare at Stratford-upon-Avon. Golf at St. Andrews and tennis at Wimbledon. The rousing Highland Games.

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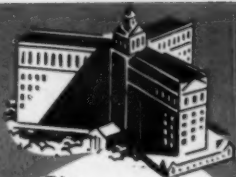
You'll find an excellent choice of hotels and restaurants—both in

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And even in two weeks, visitors can see a remarkable variety of people and places in this friendly, Wyoming-size land.

You might consider offering your dealers a choice of tours. A Gourmet Tour, a Music and Theatre Tour, a Sportsman's Tour (while the shooting and fishing seasons are in full swing), or any of a number of others that you think would interest them.

We'll be glad to help you work out all the details. Write to Mr. James Turbayne, British Travel Association, 680 Fifth Avenue, New York 19, N. Y.



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- ★ Gracious, modern atmosphere, plus traditional LaSalle hospitality

write for new brochure showing room charts, floor plans and full details

Allan Stubbins, M. P. Mathewson
General Manager Vice President

Vanderwarker, vice-president and general manager, Memorial Center for Cancer and Allied Diseases, New York City, explained problems of hospital administration and how Johnson representatives makes a contribution to the hospital. Mrs. Ruth Griswold, obstetric supervisor, Hartford Hospital in Connecticut, told of needs of O.B. departments in hospitals. She was followed with an explanation by Edward Blake as to how company products meet these needs.

Orthopedic surgeon, Dr. William G. Kuhn, St. Peter's Hospital, New Brunswick, N. J., spoke on what orthopedists look for in casts and the type of casts that were used in hospitals. Morton Winer, a surgical sup-

ply distributor from Red Bank, N. J., pointed out value of Johnson & Johnson surgical distributor franchise.

Meeting closed with a company panel consisting of George F. Smith, president; Robert W. Johnson, executive vice-president; James D. Lierman, vice-president hospital division; and William B. Borsdorff, sales manager, hospital division. During panel session, salesmen directed questions to panel members. Says William Borsdorff, "It was not the typical question and answer period." Salesmen asked about future products, company policies, and profit sharing plan. Borsdorff says, "All questions were answered." Following the panel portion, all left for home. ♦

Popular Reprints

While supplies last, you may order the following reprints from Readers' Service Dept., Sales Meetings, 1212 Chestnut St., Philadelphia 7, Pa. Send remittance with your order.

ARE YOU GUILTY OF "HIJACKING" AN AUDIENCE?—Harry R. White

How far should a speaker go to plug his company and product at an association or club meeting? 10c

WANT EXHIBIT RESULTS? ... SCHEDULE 'EM!—Ade R. Floreen

Week after Leeds & Northrup leaves an industrial show, it starts to plan for next year. Charts every facet of exhibit plans and operations 25c

HOW TO SELL AT A CONVENTION without seeming to sell — William Rados

38 ways to make more than just "contacts" at the next convention you attend. How to plan and manage your time and talents 20c

WHAT DOES YOUR AGENCY DO AT YOUR MEETINGS?—John J. Philip and Allan J. Tremper

Do you help your ad agency account man use your sales meeting to unearth new ideas and make contacts? Here's how a meeting can be fertile ground for better ad ideas 10c

DO YOU GIVE YOUR MEN PARTS IN REGULAR MEETINGS?—E. V. Walsh

Meetings invariably take on the character of the man who runs them unless he shares the platform with men in the audience 10c

TOO MANY MEETINGS ARE A WASTE OF TIME!—Dick Peterson

Are you guilty of calling meetings to "talk over" problems that you should have thought out in advance? Here is how you can remedy a flagrant waste 15c

Good Housekeeping

The Good Housekeeping Group is one of many leading publishing companies which held their meetings or conferences in

B E R M U D A

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Tupperware Has Double-Trip Promotion



Distributors who recruited most salesmen won trip with wives to "case" incentive destination in advance. Later they went again as did all distributors who reached 25% more in sales than 1959.

Distributor teams planned incentive travel activities for other distributors (like themselves) of Tupperware Home Parties, Inc., Orlando, Fla. In order to qualify for trip, the rest had to sell 25% more plastic houseware goods than their regular '59 quota. Travel winners went to an island resort in one of two directions — Bermuda or Hawaii.

In seeking a setting for the 1960 distributors' conference, Tupperware decided that either Hawaii or Bermuda would be the perfect spot. Then came the question of distance. Company has distributors throughout the U. S., Canada and Puerto Rico. Bermuda or Hawaii was a little too far for some of the distributors to travel. Happy compromise was reached, part of the force went to Hawaii, and part to Bermuda.

Distributors hire salesmen (Tupperware calls them dealers) who stage product parties in homes and elsewhere to which dealer-salesmen invite friends and neighbors to bring guests. Each salesman draws a commission on the amount of goods sold.

Tupperware selected four distributors who recruited more dealer-salesmen during special campaign than anyone else to go to the island resorts and plan holiday activities for sales quota winners to follow. Months in advance, two-men team and their wives left for the incentive sites, all expenses paid. Reports of their activities were sent to distributors back home who were working on the increased sales goal.

Teams chosen to review terrain, accommodations and entertainment were: Arnold Hannon, Flint, Mich.,

Robert Webber, Wichita, Kan., to Bermuda; and Dale Rayner, Cleveland, Victor Miller, Denver, to Hawaii. Teams spent a two-week holiday.

Men and wives who elected to go to Bermuda had all expense-paid trip to the British isle by Tupperware. Distributors had to get to New York City on their own. Those who chose Hawaii had only their air transportation paid from the kick-off point in California. Tupperware made the distinction of what was to be paid on the basis that mileage was greater to Hawaii. All distributors received approximately the same value from company.

Symbol adopted for promotion material that was sent prior to the trip to drum enthusiasm for Bermuda was the seahorse. Baggage tags, name cards, notebook covers, invitation envelope, welcome sheet, program and menu all bore the seahorse in attractive designs. Material was distributed to each Tupperware distributor at various times up to and including the three-day conference.

In most cases, Western distributors went to the Hawaiian Village Hotel



OPEN HOUSE is a luau for Tupperware employees, in Hawaii.

Most pleasant place in CHICAGO...nicest, too



the perfect setting for your next convention

Everything is arranged for your convenience in the colorful quiet of The Drake. Breakfast in bed, the charming decor, the thoughtful service . . . and of course, complete air conditioning and your own TV set. No hotel in the midwest can match The Drake for unsurpassed convenience, location, and facilities. "Luxury at the lake," some of our friends call it. And your company will be pleased to discover that it costs no more than good hotel service. Try it for your next meeting, large or small. The Drake takes good care of you.

Facilities? 4 major meeting rooms accommodating up to 800 • 16 committee rooms for functions of 12 to 300 • 700 guest rooms • 100% air conditioned • Superb restaurants and banquet facilities. May we tell you more? Phone or write for brochure.



THE DRAKE at the Lake

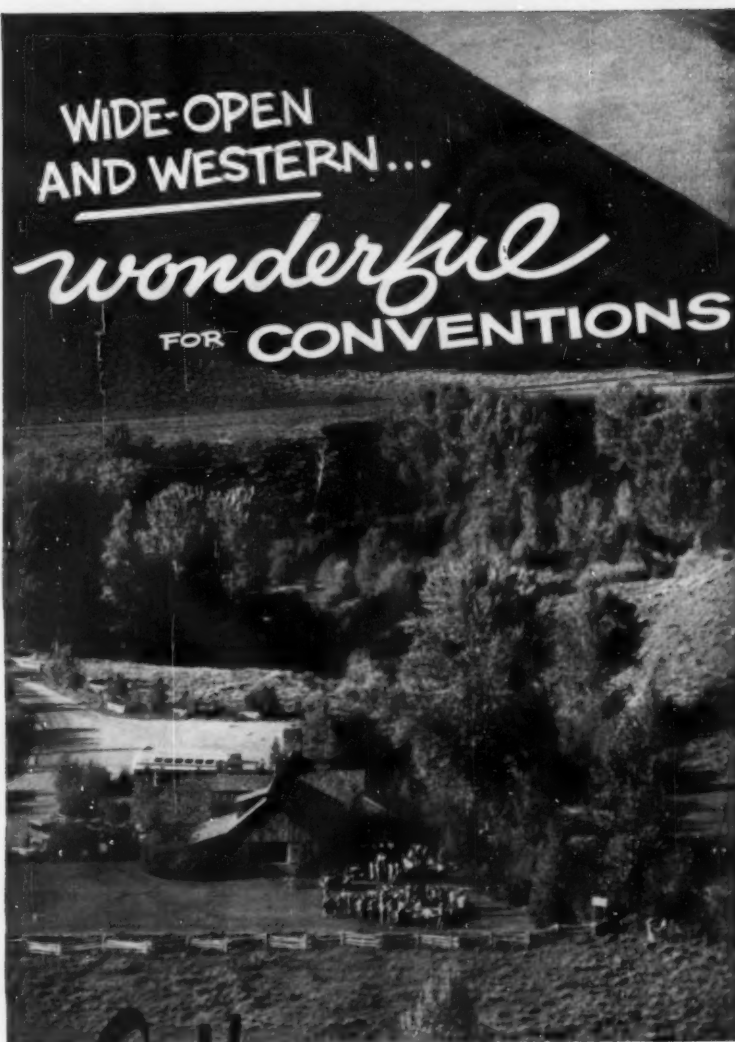
LAKE SHORE DRIVE AND UPPER MICHIGAN AVENUE

Superior 7-2200

Teletype No. CG1586

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H. B. RICHARDSON, Convention Manager



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| LODGE | INN |
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| per person, two in a room | |
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| per person, single room | |
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For the complete picture let us send you our convention folder. Address Mr. Winston McCrea, Mgr., Sun Valley, Idaho (or phone Sun Valley 3311) or Union Pacific Railroad, Room 2697, Omaha 2, Nebraska.

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in Honolulu, but some of the larger Eastern reps preferred the Polynesian background, too.

Roughly, half of the distributor force converged on quaint old Bermuda, where Tupperware people enjoyed continental atmosphere and seven-course meals at Castle Harbor Hotel.

At each conference, same business details were covered. Selling, recruiting and advertising plans for 1960 were reviewed with Tupperware distributors, who in turn pass enthusiasm on to their own dealer-salesmen back home. No dealer-salesmen were at the 1960 conference in Bermuda or Hawaii, since Tupperware provides incentive programs especially for them at another time.

Printed notebooks were given each distributor with important information about the 1960 campaign. Notes were to act as a teacher's manual to aid in supervising dealer-salesmen. One portion of the notebook was reserved to jot down information of special interest to the distributor at the conference.

Like the distributor force, Tupperware executives were divided in half, part of them flew to Hawaii, and the others to Bermuda. Tupperware's President Homer Wilson and two other high company officials attended both meetings. Three-day meetings were held several days apart, so top brass could attend each.

Each distributor was given a set of rubber stamps. Stamps contained promotion slogans for sales and recruiting new dealer-salesmen, in 1960. One stamp had the slogan which set the conference theme, "Go . . . Go . . . Go . . . In the Big 6-0!" Tupperware's Glen H. Bump, advertising manager, says, "We like to use rubber stamps. They can be applied by distributors in a great many ways."

Tupperware crowd arrived at Honolulu International Airport. Deplaning from their transocean flight, each distributor and his wife received a lei and traditional welcoming kiss from native island girls. Once at the hotel, they found "coolie hats" in their rooms. Hats were to be worn at the Tupperware open house.

Tupperware incentive program gave every distributor two chances to win travel. All expense-paid trip to the highest dealer-salesmen recruiters set all in action. (The more salesmen, the more business.) Second incentive was to qualify for group travel to island resorts. Winners of recruiting campaign also made the 25% over quota mark, which allowed them to see the quota winners participate in activities they had planned. ♦



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OFFICE OF
VICE PRESIDENT-SALES

Dear Sales Vice President:

As we move into 1960, it is apparent that most companies in the United States, in order to keep abreast of the ever rising cost curve, are going to have to place increasing emphasis on the generation of more revenue.

Travel incentives have demonstrated, over the past few years, their ability to assist companies in achieving sales goals that seemed almost impossible. The travel incentive program has demonstrated that it is a powerful sales stimulant when it is applied to salesmen, distributors, dealers and retail outlets.

A significant fact, frequently overlooked, is that travel incentives are one of the very few sales devices we can use which do not cost anything unless the desired results are achieved.

Of course, I think we all know that whenever a sales force produces sharply increased revenue it means that the individuals involved have improved their sales techniques. This advantage is not lost after the incentive is completed.

Northwest Orient Airlines has participated with a great number of corporations in incentive programs. It is the type of program we are proud to develop because we know that it aids those with whom we are associated.

Northwest Orient Airlines serves the glamorous vacation spots of the United States and Canada as well as Alaska, Hawaii and the Orient. Our staff of salesmen are well trained in the techniques of successful incentive programs. We stand ready to assist you at any time.

I am sure the rewards in terms of increased sales volume will make it well worth your while to contact your nearest Northwest office for complete and factual information.

Sincerely,

Gordon M. Bain

Pepsi Throws Everything into Session to Hypo Bottlers

First national meeting for Pepsi bottlers in six years was splashy extravaganza. Thirty-two huge exhibits covered almost 70,000 sq. ft. of space. Professional cast injected into four-day meeting. Aim: to inspire bottlers to fight for first place in soft drink sales in the Sixties.



THEATRICS was injected into every session.

Pepsi-Cola Company bottlers' meeting had everything — including the kitchen sink. It had exhibits — almost 70,000 sq. ft. of them. It had theatrics — four days of professionally staged presentations. It had closed-circuit television—to mark opening of brand new headquarters building. It had an introduction to an incentive contest—with European trips for bottlers and their wives.

Called "Pepsi Power Phase Two," Pepsi meeting last month in New York City's Waldorf-Astoria had three objectives: (1) to reassure bottlers that new management (following recent death of Alfred N. Steele, chairman of the board) would continue to exert same dynamic and creative marketing offensive as in past 10 years; (2) to motivate bottlers to use new merchandising techniques presented; (3) to inspire bottlers to want to be first, not second, in soft drink business.

"Phase Two" stands for second decade — the Sixties — for Pepsi's projected growth. Pepsi started the Fifties with Coca-Cola outselling Pepsi six to one. Now it's estimated to be about one-and-a-half to one in favor of coke. Aim, of course, is to reverse the ratio in Pepsi's favor.

Pepsi hasn't had a national bottlers' convention since 1954. Then a Mississippi River boat in New Orleans

was site of the conclave. Since then, regional workshops has been held in its eight regions. In 1957, for instance, workshop clinics delved into sales training. For '58, vending equipment was subject of workshops. Last year two-day sessions was staged in nine cities to discuss the new ad campaign.

This year, Pepsi's meeting covered everything — as we said, including the kitchen sink. Thirty-two exhibits were designed and installed to cover every phase of Pepsi's operation and merchandising plans. Because of limited time, exhibits could not be brought into the hotel until Thursday, 1 a.m. By Sunday, 10 p.m., they were erected and ready. You can appreciate the job when you realize that exhibits were 18 ft. high, probably cost close to \$250,000 to design, build and erect, and included sections that duplicated a grocery store, service station, super market, and a large three-stage rocket, among other things.

Designed by William Joachim, Pepsi's consultant designer, exhibits were built by Ivel Construction Corp., Brooklyn, and Bryan-Elliott Co., Long Island City, N. Y. While one exhibit was simply a huge flat to depict Main Street and show types of outlets that sell Pepsi, some were quite intricate. The 32 exhibits were divided into 18

sections. These sections covered everything from advertising, market research and manufacturing to technical services, personnel and new products. (New product-wise, Pepsi now has a series of flavors under the Patio label, as well as a lemon and lime drink called Teem.)

Exhibit for international section not only had a grass shack included, but girls in native costume. (Pepsi now is bottled in 71 countries.)

To move exhibits in and out of a hotel you seldom have an easy time. However, to move them in and out when they are twice normal height and time is limited, you have a real job on your hands. To make sure everything came in and left on schedule, a four-page typed move-in, move-out check list was used.

Kitchen sink? That, of course, was in the kitchen—part of advertising department's exhibit. In its exhibit, ad department duplicated modern rooms in a home to show how consumers would be influenced by Pepsi commercials on radio and television and ads in publications. Radio in kitchen played Pepsi commercials, while TV set in living room ran continuous film to show what Pepsi planned to show.

There were other sinks, too. A complete soda fountain set-up was installed. All day long bottlers' and

EXHIBITS were 16 ft. high and had to go up in record time. Pepsi's 32 large exhibits covered area equal to many fair-size trade shows.



MOM AND POP "store" was erected as was a super market and other outlets that handle soft drinks. Work started Thursday for Monday.



BOTTLERS lounge along "sidewalk" of Pepsi's Main St. Exhibits covered every phase of company's operation — from production to marketing of soft drink.



MARCH 18, 1960

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the First

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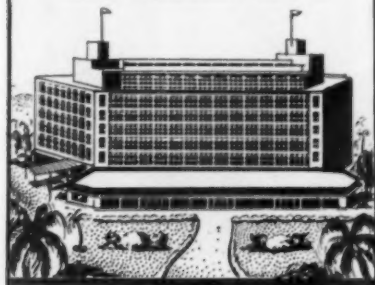
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MISS AMERICA officially opens new building as TV camera picks up ceremony.



PROFESSIONAL CAST lists meeting's events with song and dance routine.

their wives could get hot dogs and soda—all free. This area with its tables and chairs was a favorite spot for talking shop with old friends.

Everything discussed on the stage at this four-day meeting was in evidence on the exhibit floor. Pepsi executives were in exhibit areas to discuss every phase of Pepsi's plans.

In addition to Pepsi's own exhibits, suppliers to bottlers had exhibit rooms on the floor above. (Suppliers included manufacturers of vending machines.)

Last year was the company's biggest year. Before it was too far into

the new decade, Pepsi wanted to put an extra spurt into its distribution. About a full year went into planning its meeting for bottlers. Wilding, Inc., was called in last October to plan the stage presentation for the four-day meeting.

Two writers spent eight hours a day for three weeks to cram into their notebooks everything they could learn about Pepsi's business. They interviewed executives all day long. They talked to men in marketing, research, production, promotion, training. When they were through, they set about the job to plan presentations.

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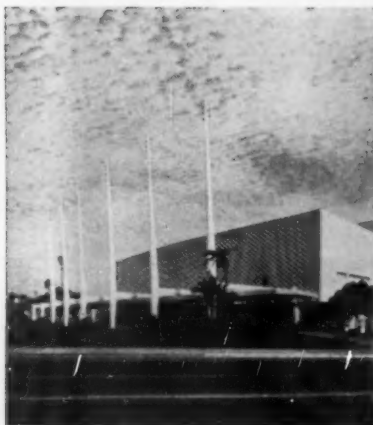
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JOAN CRAWFORD STEELE, member of the Board, attended social functions.



MOST CURRENT Miss America's appeared with Pepsi execs on stage. (l. to r.) Marilyn Van Derbur, '58; Mary Ann Mobley, '59; Lynda Lee Mead, '60.

Big job was to build up stature of executives who were not well-known to bottlers. This was to give bottlers confidence that a strong team was working for them in the home office. Five to six weeks were spent to write material for skits and visuals to illustrate speeches.

In January, all visuals were put into production. By second week in January, show was cast (with eight professionals) and rehearsals were started.

Problem was to sustain the mood of the meeting with theatrics over a

four-day period — not an easy task. Show included original music and lyrics, pantomime skits, blackout skits and musical numbers.

On the screen there were movie clips and about 300 wide-screen slides. A new technique, dubbed Vistastrip, was used. One projector throws a picture on the screen while another superimposes copy or art. First projector's picture moves across the screen horizontally in a continuous strip. This is synchronized to taped sound.

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Meetings to 400; banquets to 350.



DORIC LEAMINGTON, Oakland
Meetings to 1000; banquets to 750.



DORIC NEW WASHINGTON, Seattle
Meetings to 500; banquets to 350.



DORIC BELLINGHAM, Bellingham, Wa.
Meetings to 1700; catering to 1000.



MEETING FACILITIES AT OTHER DORIC HOTELS & MOTOR HOTELS ON THE WEST COAST



formally came to order, there was no hint of anything radically different. There were usual speeches from executives, a message from the mayor and keynote by President Herbert L. Barnett. It wasn't until just before noontime that a sample of the theatrical fare in store was given. (This, to make sure bottlers returned promptly after lunch and didn't slip away.)

One of the new things at the meeting was a closed-circuit TV viewing of Pepsi's new building dedication. While about 2,000 bottlers, wives and Pepsi executives watched on their

screens, Miss America, New York City's deputy mayor and top Pepsi executives dedicated the \$7,799,000 building on Park Ave. and 59th St.

After Pepsi President Barnett addressed the convention in person, he slipped out and raced to the new building for the televising. During his absence, filmed views of the new building were shown. When Barnett arrived at the new building, the TV show went live.

Miss America, Lynda Lee Mead, pushed a button which lighted a huge symbol of the company's growth and

officially opened the building. Giant-view Television network piped the ceremonies into the Waldorf, 10 blocks away. The dedication was a short segment of the first day's session.

Merchandising space in super markets to increase beverage sales was one of the first subjects on the program. Wide-screen-slide show was preceded by a musical number, "Stake Your Claim." As with other music, lyrics were catchy and pointed. Here's a sample:

There's a greater share of the market to tap

There's a way for you to raise the "per cap"

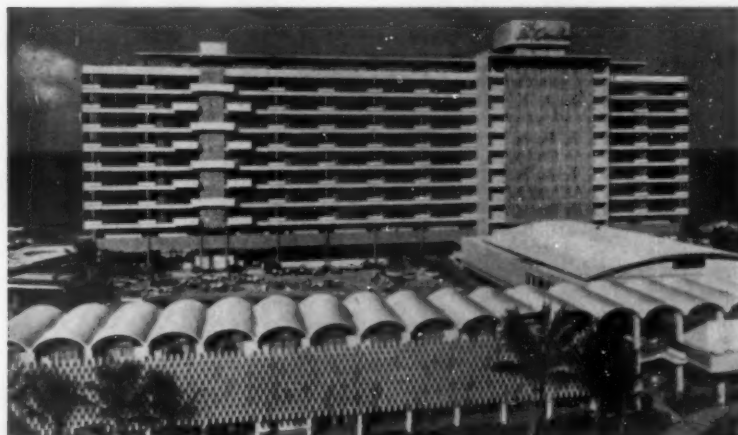
*The one thing you've got to do
To create more sales for you*

Is . . .

Stake your claim on the space that you need

Dorothy Collins, headliner of the cast, was chosen to fill the need for a "name." She sang one song (music for which she hadn't seen until 12 hours before show time), and stole the show. In the words of one bottler, "She really belted it out." On merchandising, Miss Collins sang:

You gotta show the merchandise to make it sell



the Big Change in Puerto Rico's Horizon

La Concha offers exciting newness, spectacular beauty
—against a backdrop of foreign enchantment!

Old-world charm, exotic, foreign flavor—fascinating places to go, new things to do—plenty of sun, ocean fun! These are the rewards of meeting away from the ordinary . . . in the Caribbean . . . in Puerto Rico!

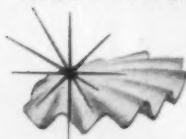
And because Puerto Rico is a part of the United States, you'll feel right at home here—with American conveniences, American cuisine to suit your mood, and no language or currency problems to bother you. Today, some of the biggest conventions are being held in Puerto Rico . . . where you're at home *abroad!*

The magnificent, new La Concha—now in its second season—is located on its own ocean beach, in the fashionable Condado section of San Juan. Facilities for your enjoyment include cabana club, king-size pool, two main dining rooms, night club, three cocktail lounges. Tennis on premises. Golf privileges. Completely air conditioned. 250 rooms. No passports, visas, or vaccinations necessary for U.S. citizens.

La Concha was designed—and staffed—with the handling of conventions, sales meetings, and other groups in mind. The grand ballroom will accommodate 700 persons . . . other meeting and banquet rooms adapt themselves to smaller groups. La Concha is completely equipped to provide sound, projection, and lighting equipment—and other accessories—as well as photographic, publicity, and secretarial services. *Attractive convention rates!*

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If you like your meetings with a dash of the unusual, send for your free copy of La Concha's beautiful and comprehensive convention brochure. Write to: Henning Mogensen, Acting General Manager, Hotel La Concha, San Juan, Puerto Rico. William P. Wolfe Organization, Representatives.



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To make the customers buy

Sock them right in the eye

With point of sale material that rings the bell.

Twelve-foot mockup of a new promotion handbook was brought onto stage by a "mobilator," Wilding's name for a treadmill device. Black light and cardboard cutouts were used to dramatize promotion material.

Stage "business" was injected wherever possible to sustain interest in many subjects that were routine. Even on first day when the rest of the convention's program was explained, it was done dramatically. Cast sang and danced while a chart was created of the schedule. Each item was on a board with hooks to fit into place on the long chart.

Eight microphones were used on stage to pick up songs and patter from the cast of four girls and four boys. Four mikes were in the foot lights and four were suspended from the fly.

Prompting devices were used by some speakers, but a few preferred to speak from notes. The professional cast didn't use prompters since it had been thoroughly rehearsed.

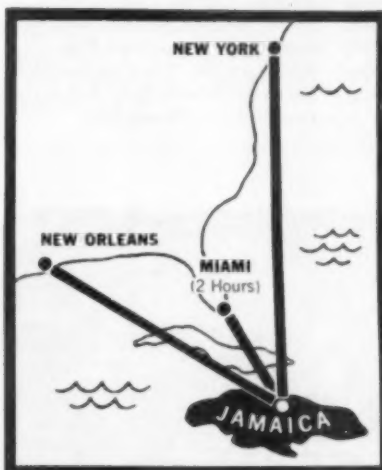
Dress rehearsals were staged each night before the day's show. On Monday night, for instance, cast rehearsed Tuesday's show; on Tuesday night it worked on Wednesday's performance. Time limitations condensed many things. For instance, the "house" was "dressed" at midnight Sunday for Monday's meeting. This included arranging all props, scenery, lights, mikes and other equipment.

Pepsi bottlers received plenty of literature. Major program piece contained diagrams of exhibits, plus guide to 28 suppliers' display rooms. It also

offered general information on the meeting and the city. In the guide to New York City it listed airlines, department stores, shops of all kinds, theaters, opera house and movie houses. In the back were listed plays on and off Broadway, points of interest, and about 100 restaurants (entered by type). Back cover of this program had a gate fold to reveal a map of Manhattan.

"Songs from Pepsi Power Phase Two" were reproduced in a pamphlet. Lyrics to the six original numbers appeared in the pamphlet, and

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⑦ Jamaica has 1001 things to *do* and *see* when business is finished. We defy you to be bored.

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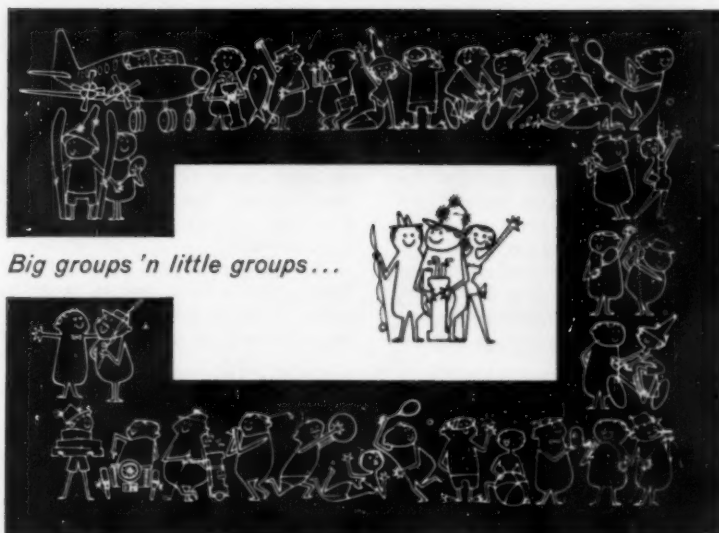
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as a follow-up, a recording of the songs is to be mailed to bottlers. A play bill, too, was distributed. It had the usual credits and a "who's who in your Pepsi Power cast."

If Pepsi bottlers thought they'd been treated to real excitement—exhibits galore and dramatics at each session—they had some surprises still to come. Banquet entertainment came on like thunder. It included Phil Silvers and his platoon from "Sgt. Bilko." Also on the bill were June Taylor dancers and Trude Adams.

Prize Power Parlay was title given to incentive program revealed to bottlers at the meeting. Presented as a three-stage rocket, incentive program had these steps: (1) Bottlers award prize points to employees who fulfill units of objective (set by bottler) during the drive. Points are applied to prize catalog developed by E. F. MacDonald Company. (2) Suppliers award points for item of equipment purchased during the drive. Points can be used for "sur-prizes" during spurts of weekly or monthly activity within contest period. (3) Pepsi offers salesmen parlay tickets used to compete for additional national and regional prizes. Under the plan, "anyone can win—but those who do the

best job greatly increases the probability of winning."

All these prizes are for bottler personnel. How about the bottler himself? For him, a contest with all-expense-paid trip to Europe (for two) as a "business ambassador." Eleven winners and their wives will go abroad as "business ambassadors and representatives of President Eisenhower's People-to-People program."

To dramatize the contest for bottlers, in addition to a rocket mockup, a big life-size photo of President Eisenhower was displayed. Photo showed the President shaking hands with a man whose head was cut out of picture. Bottlers put their heads through the hole to have their photos snapped as they "shook hands with the President."

► Coordinator for Pepsi's entire show was Harvey Russell, manager, special markets. He had much to coordinate. Between exhibits, cast, orchestra, production crew of 15, plus directors and stage managers and other professionals, he had much to do. But, in addition, he was on the program. He appeared with a panel of executives to discuss market potentials and marketing problems. ♦



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Editorial

A Special Welcome

A group of VIP's (Very Important People) is Kenosha and its booming economy is in our midst today.

We welcome them and congratulate them and hope they will enjoy their too brief visit with us.

All of Kenosha, and for that matter, the state of Wisconsin and the great industrial section of northern Illinois, is aware that Rambler production gives the economy in this area a tremendous shot in the arm. We are getting so used to hearing about new production and new sales records that we fail to realize that for each Rambler that comes off the assembly lines in our city a man or woman must be in the field selling it. Should this system ever break down, Kenosha would know it in a hurry because the Ramblers built here

would back up quickly.

Our guests today are 40 of the outstanding Rambler salesmen in the United States. These 40 gentlemen—two from each zone—have accounted collectively for more than 10,000 Rambler sales at retail! At current record rates of production here, these sales represent more than a week's production effort for the more than 13,000 employees of American Motors at Kenosha.

We hope our guests today enjoy seeing how the cars they sell are compactly built here. We know they will enjoy meeting the Kenosha people who are so much a part of the amazing Rambler success story. We join in the wish that they will have a most successful and enjoyable meeting here and in Chicago and that they will achieve even greater success in the year ahead.

Editorial Cites Trip Winners

"KENOSHA EVENING NEWS" writes welcome to travel winners to home plant. Salesmen are honorary officers of the American Motors Sales Honor Club for selling the highest number of Rambler automobiles in 1959. Winners tour plant and then travel to Chicago for sales awards and entertainment. Trip was part of Rambler's incentive program, last year.

U.S. Slide Show involves five pictures projected simultaneously on giant, 9 ft. by 24 ft. film screen.

Slide Show in New Delhi Packs "Soft Sell" Wallop

U. S. split-screen show at World Agriculture Fair is one of our most effective efforts abroad. Color slides tell story of U.S. farming with restraint and in deference to Indian audience. "Diary" of project engineer reveals set-up problems.

America finally has done it. We have created a screened show for an audience at a foreign fair that tells a simple, easy-to-understand story with a pin-pointed message. Perhaps for the first time, a foreign audience can come away from our "theater" and know exactly what we are trying to say. This has not been the case in most films shown at our exhibits for the public abroad.

Two-month-long World Agriculture Fair at New Delhi was scene of our triumph. Here we presented a slide show that did everything you'd want it to do. It explained how our agriculture has developed, how and why our farmers have prospered, and why we hold freedom so dear for ourselves and our friends abroad.

Story is told with drama, but with restraint. It is presented humbly and with sincerity. It fits the temperament of India and its people — and they respond.

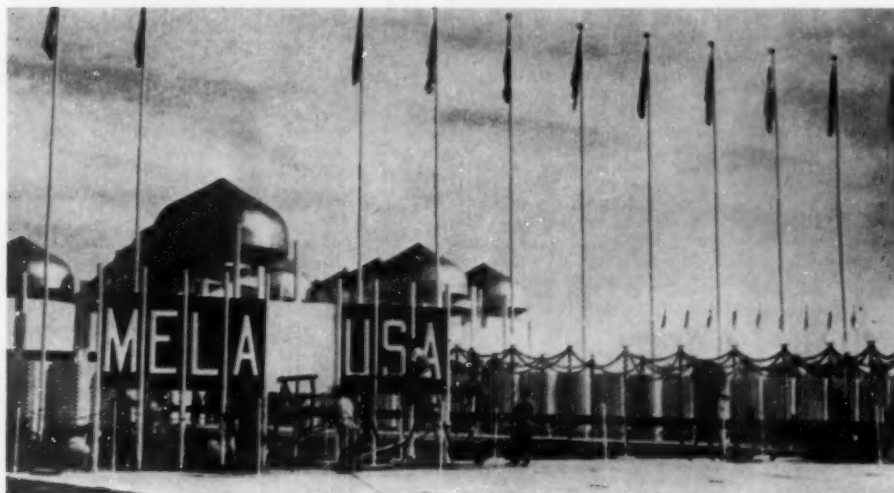
Film presentation — focal point of our five-acre exhibit — is a color-slide show. It uses the new TelePrompter Corp. split-screen technique. Entire screen measures nine ft. by 24 ft. It is divided into five sections and a separate rear projector fills each section.

Completely automated, the five projectors are synchronized with taped commentary. Original sound track was in English. Later, it was retaped in Hindi language. Subtitles on screen are Hindi script.

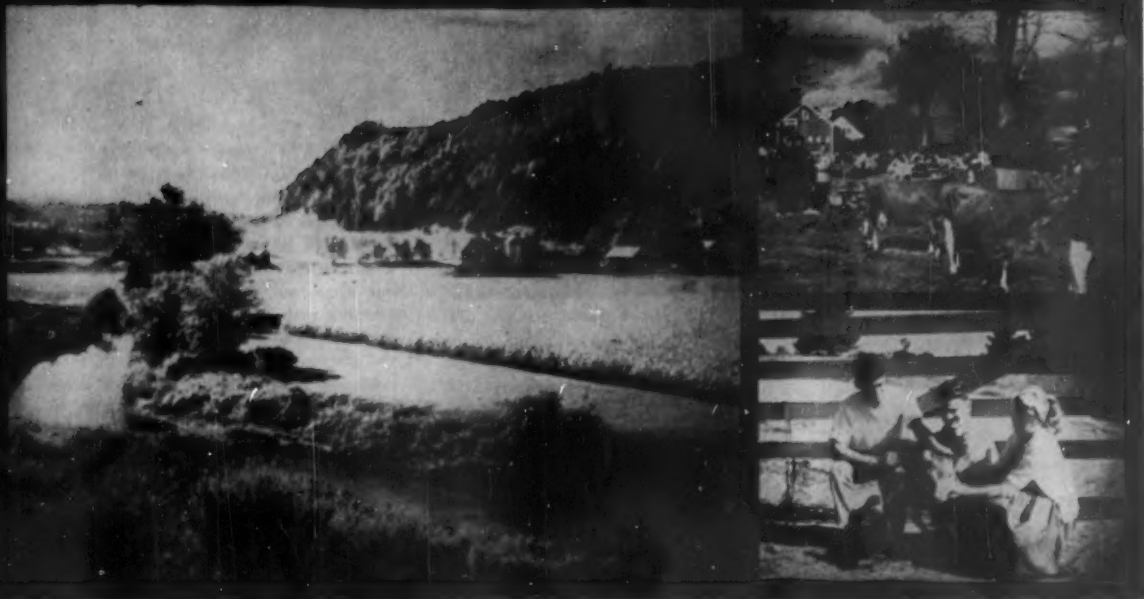
Slides tell the story of an Indian

exchange student, Gopal, who visits an American farm. He lives with a New England farm family and through slides and taped sound he tells his countrymen what he has learned and experienced. He attends a grange meeting, church service, school session and county fair. He learns about American farm methods and what we do that Indian farmers can do, too. He learns, for instance, that much of our farm land is no richer than that in India; that it has taken applied science to bring it under cultivation.

Color photographs for the slides were shot in Sutton, N. H., last Fall by Al Victor. He took hundreds of shots from which the show was developed. An actual Indian student



FLAGS OF NATIONS decorate entrance of New Delhi world farm show. U.S. is a big participant in farm show.



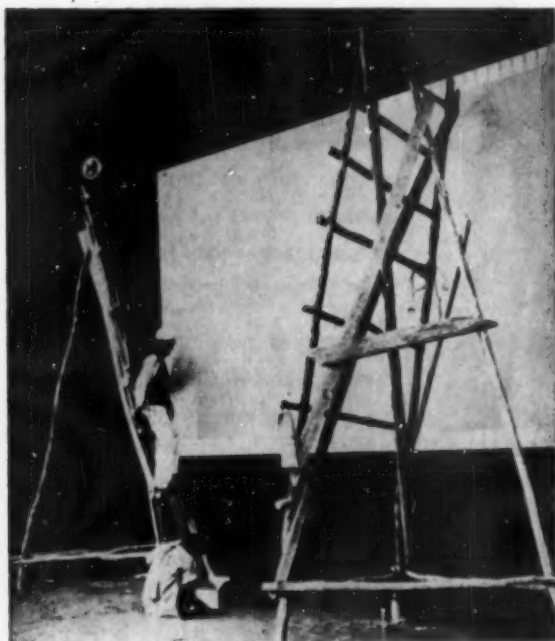
was used along with a local amateur drama group to play the parts in an American farm "family."

Arthur Goodfriend, U. S. Information Service officer for New Delhi district, worked with TelePrompTer technicians to produce a show that would ring true to Indians. He had to keep a sharp look-out for small things that might creep into the presentation and ruin its effect. For in-

stance, he spotted a vodka advertisement in one scene. Scene was killed because: (1) it would be in bad taste in a country that, for religious reasons, is almost completely dry, and (2) would be more likely to associate scene with Russia rather than U.S.A.

Painstaking study went into the slides. Authentic Indian colors and color combinations were used in artwork. In the five-screen techniques,

solid strips of color may be used in one section or several. At other times, all sections show photographs. All sections of the screen may change photos at once, but usually one, two or three sections change at a time. The same picture can go from the large frame in the center to a small one on the side, or vice versa. This flexibility allows for much added color and imagination in screen "layout."



INDIANS USE crude ladder of bamboo and rope to erect giant, five-picture screen at New Delhi World Farm Fair.



ENGINEERS BATTLE immense dust and dirt problem to keep complicated projection system in action for U.S. slide shows.

MEN WITH IMAGINATION:

(One of a series)



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It is here that much of the effect of the film was centered. Through color and balance, drama was created. It was consistent with Indian taste and art appreciation.

Problems were many for the men who created the show. They had to design a presentation that could bypass language and illiteracy barriers. Most fair visitors would not be able to read and there would be five dialects among them. Story had to be simple, art and photos clear. While film had to reach lowest common denominator, it had to respect intelligence of the literate minority.

Picture story was designed to be virtually self-explanatory. It was synchronized with music as well as commentary. Powerful rear-view projectors were required to put a brilliant picture on the screen in daylight. Five TelePro 6000 projectors were mounted behind the split screen. They were loaded with 261 color slides.

As with all fairs abroad, Americans are beset by lack of facilities and equipment when they set up their show. It was no different for TelePrompTer at New Delhi. Nothing describes the trials and tribulations of an "exhibitor" like this extract from notes written by Carl Heydeman.

Heydeman is TelePrompTer's project engineer. It was his job to install

and operate the slide show. Here is a word-for-word extract from his notebook:

Sunday, Nov. 29—Arrived in New Delhi at 2 p.m. After we checked in and washed up a little bit, Arthur Goodfriend took us to the fairgrounds. The American pavilion is simply beautiful. Our stage looks not bad at all: a stone structure with a concrete floor—and tons of dust.

Monday, Nov. 30—When you know how poor this country is, you start to wonder how they will get the work done. Just to give you an idea as to how things are done, here is an example: Nobody ever heard of an electric or even a hand drill. They put a drill in a piece of wood, take a hunting bow, form a loop around the piece of wood, and then just push it from left to right and back again until the hole is ready. Got some painters to paint the shadow box black. The sun is terrific and might cause a lot of trouble. There is just no comparison between the sun in New York and New Delhi. The first applicant for the job as projectionist was nothing but a bundle of dirt wrapped in an old table cloth. I couldn't help but reject him.

Tuesday, Dec. 1—Finally, the equipment arrived. Unfortunately, the cus-

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toms office in India is not the fastest one in the world. We had to wait until 5 p.m. to get it released. At that time, it was too dark for any work as the generator is not yet working. At night, went to Old Delhi to buy a broom or brush to clean the place. What an experience! After we stepped over about 100 people who slept on the sidewalk, I gave up and decided to try it the next day.

Wednesday, Dec. 2—So far, Inge [Heydeman's wife] hasn't given up her fight against the dirt. The dust and dirt are impossible to describe. But we have to win if we want to keep the slidechangers going for over two months.

Friday, Dec. 4—The screen is up and fits perfectly. The two tape recorders are in operation and the audio system checked out all right. The best equipment we brought to New Delhi, however, is the vacuum cleaner. Not only is it the greatest mystery to the native people, but it also looks like it will save the show.

Saturday, Dec. 5—Things are going slowly. Nobody starts before 10 a.m. (except the crazy sahibs from America) then they have a two-hour lunch break, and when it gets cold they just go home.

Sunday, Dec. 6—The painters moved in. We had to take most of the equip-

ment out again. With bamboo and rope, they built the most dangerous ladders we have ever seen. But they did an excellent job.

Wednesday, Dec. 9—Stopped work around 5 p.m. to go "downtown" to see President Eisenhower. The city looks beautiful. The Stars and Stripes and the Indian flag all over the place. New Delhi gave him a terrific welcome.

Thursday, Dec. 10—Unexpectedly, Prime Minister Nehru went through our pavilion. I switched on the system as fast as I could, but he could only watch it for a minute. He had only 20 minutes altogether to have a preview of our pavilion.

Friday, Dec. 11—The big day! At 6:15 p.m. sharp, Ike reached our stage. The music started, and the show went off perfectly. Nobody was happier than Arthur Goodfriend. He had the biggest smile on his face I have seen in a long time.

Thereafter, the show became routine, albeit pretty hectic "routine" by our standards. Both Carl and his wife suffered a few days from Indian "dilly belly," which he describes as "not serious but not the nicest thing in the world." It was decided to erect

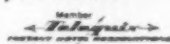


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an awning to protect the screen from the bright glare of the very blue Indian sky, and he notes that it was necessary to clean the screen every few days because "apparently Indian bugs like to kill themselves by flying head-first against it."

Through January 17, Carl reported that, of 358 "Gopal" presentations, only four failed to run perfectly. One was due to a burned-out bulb in a projector, one to a mistake by the Indian operator, one because of a power failure in the main generator and the fourth because of a tape breakage that forced the show to be stopped for 40 seconds. During this period, 90,000 slides were changed without breakage.

Story of an Indian student's visit to an American farm was put into a "comic book," "Gopal Visits an American Farm," for distribution at our exhibit. This giveaway was a popular item and helped to give lasting impression of the filmed show.

What seemed to impress Indians about our show was its lack of boastfulness. We didn't brag about our successes and our possessions. We didn't flaunt big cars and 12-level houses at our Indian audiences. We simply explained how a democratic people—God-loving and freedom loving—can, through science and cooperation, grow and market crops successfully.

Statistics were quoted but in an understandable way. Entire presentation of American farm life was shown through the "eyes and words" of an Indian exchange student. This simple technique, reinforced by psychological study of Indian attitudes, allowed the film producers to pack a 10-minute show with friendship, warmth and information.

While the TelePrompTer slide presentation was not as spectacular as our multi-screen show in Moscow last summer, it had more impact on an intellectual level. Our Moscow film show had great dramatic qualities—it smashed against the eyeball and exploded into vivid colors and scenes. However, no two Russians had the same reaction. There was no story or idea that they could grasp. There was no clear outline of what we were trying to tell.

In New Delhi, there was no question of what we intended to say. Indians stood and watched. Many stood and watched a second and third presentation.

Americans could be proud of the show. It conveyed an idea we'd like all peoples to have: Americans live the good life through hard work and ideals, and we wish for peace and the same good life for others. ♦

what's new in exhibits?

BIGGEST SHOW JOB at the Waldorf since the Motorama was Pepsi-Cola's Bottlers Convention which transformed the entire ballroom floor, including all adjacent suites, foyers and corridors. 'Twas a tremendously successful event. The entire installation was completed in three days, dismantling overnight—after a month of shop construction.

WASHINGTON'S SHOREHAM HOTEL was selected as the setting for Eastman Kodak's participation in the President's Youth Conference, a spectacular exhibit of photos entitled "These Are Our Children." New portable modular technique was developed especially for this 3500 square foot walk-through show.

THERE'S A TREND toward restrained decor and audiovisual perfection in today's slick conference rooms. Complete installation of carefully engineered equipment was recently installed in United Carbon's new Park Avenue offices with six by eight foot screen, three projectors, tape recorders, hi-fi amplifiers and six ceiling-mounted speakers.

CLEAR PLASTIC MOCK-UPS won't get off the ground, but they do tell a graphic story of a new satellite, soon to be launched into orbit. Every one of numerous operating systems within the housing is reproduced, actual size, in translucent Plexiglas. The whole is mounted on a revolving stand and the systems activated by remote-control from a push-button console.

LAATEST IN SERIES of practical itinerant exhibits now going the rounds of the trade shows is Singer's new aluminum and reinforced plastic modular. The last word in lightness, compactness and flexibility, its two-foot module allows use in any length up to 30 feet, with variety of headers, platforms and other props.

The work of a large exhibit shop involves many techniques and a new challenge every day. How we meet those challenges is the measure of our skill. What we have done for the projects above, we can do for you. Why not challenge us on your next exhibit project?

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FORERUNNER to Product Service Center is Aluminum Supermarket. From such events came idea for permanent centers.

Kaiser "Centers" Big Housing Push

To promote use of aluminum in housing market, Kaiser is about to open Products Service Centers. First kicks off this month. Kaiser sells exhibit space to aluminum product manufacturers. Plan meetings and training session in centers for industry and consumers. Cleveland and Kansas City are now in the "works."

By ELSA GIDLOW

Grand opening of the first of Kaiser Aluminum & Chemical Corporation's Aluminum Building Products Service Centers is just days off—Thursday, March 24. It will be in Cleveland, Ohio. Second such center will follow shortly in Kansas City. Centers are "a service to builders to help them sell houses as well as a showcase for our customers' products," states William H. ("Bill") Slep, manager, business development—residential, for the company. They serve as headquarters to train builders in "why, when, where

and how" of the application of a long list of aluminum products to residential construction and a place to bring home owners and home buyers together with builders.

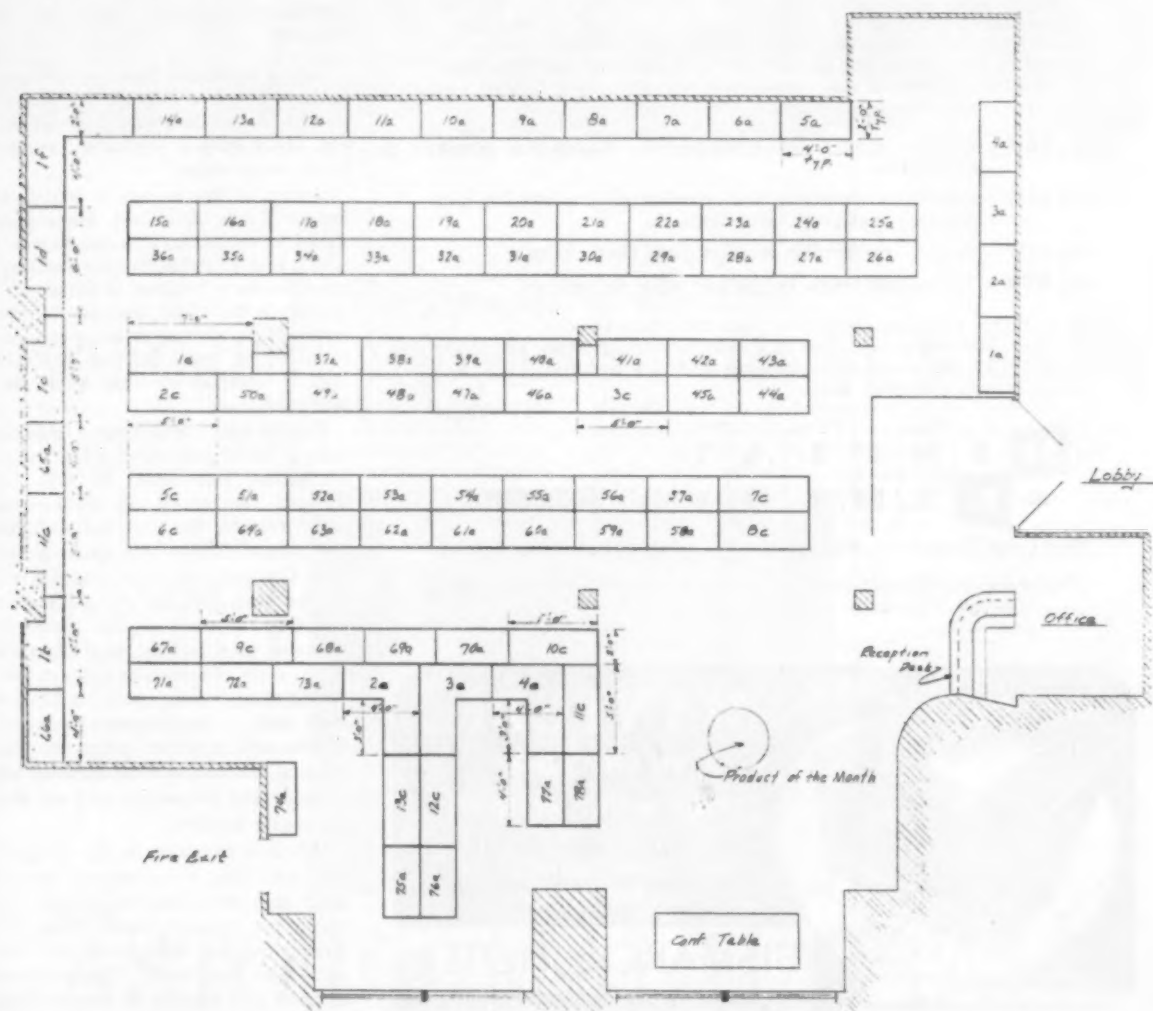
Slep adds: "Up until this time there has been no place for builder or buying public to go to see all types of aluminum products for use in the home under one roof." Centers similar to these in format but with a profit motive have been set up at different times throughout the country but for one reason or another, most have not

been successful. Kaiser Aluminum's primary aims are education; increasing homes sales and product display.

These centers for permanent display of residential aluminum products of Kaiser Aluminum's customers are an outgrowth of an experiment last year when the company conducted an intensive campaign in six test cities directed toward market development of residential aluminum products. At peak of the program in each city the company held what it called an Aluminum Supermarket. In approxi-

A black and white photograph of a classroom scene. A teacher stands at the front near a desk with a typewriter and a box. Several students are seated in the foreground, looking towards the front of the room. A large picture of a building is on the wall.

were one-day affairs. But so successful were they, both in practical results and generation of enthusiasm, that the



MARCH 18, 1960



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company decided on the permanent display and training centers, commencing with the two now being opened.

One-day "supermarkets" will be a feature of the 1960 market development program which has now been extended to 10 new cities, adding up to 16.

Purposes of the permanent product display centers are summed up by the company thus:

1. Pre-sell to the home buyer. (This phase will be patterned after National Assn. of Home Builders' home buyers' clinic.)
2. Post-sell the home buyer with classes such as interior decoration or landscaping.
3. Educate builders on why, where, when and how of aluminum.
4. To promote sale of Kaiser Aluminum customers' products to builders.

Slemp points out that "pre-sell and post-sell features help to sell houses and builds builder's confidence in the use of aluminum products for new home construction."

Set-up of the centers is better illustrated than described. Floor plan shows layout of the Cleveland center, which is at 75 Public Square Building, provision for a "product of the month" display in the lobby, and an area for conferences. Aiming at an open, spacious effect, over half of available area is reserved for aisle space and reception.

Exhibit space was offered, starting Feb. 1, to fabricators who are Kaiser Aluminum customers. It will be charged for, based on commercial rental rate for the area, but well below normal display area space of this type. Company estimates that this will be less than half the going commercial rate for such display space. In addition to absorbing part of space rental costs, Kaiser Aluminum is providing manpower for each center (two men and a receptionist in each). Kaiser will conduct programs and training sessions, and underwrite advertising and promotion program that the center initiates.

Advance reception to the program was such that the company had to limit each manufacturer to only one booth per product classification (example: one for siding, one for windows, one for doors). The company requires that exhibits be freestanding, self-supporting, of the type that gives an open, spacious feeling, and begin-

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MARCH 18, 1960

93



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Seller of Service**

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ning not less than 12 inches above the floor. Height of a display above the floor is set at a maximum of seven feet. Manufacturers also were instructed to have their displays designed to allow revision of copy and art when new products become available. To assure continuity between exhibits and general theme of the centers, the company requested that drawings of all exhibits be submitted for approval before construction of the exhibit.

Product Service Center as a whole is directly in the hands of Robert ("Bob") Peterson. Two product specialists in each center will be assisted by a receptionist who will also serve as a typist and guide. Office of the center will maintain a file system; supplies of customer literature; handle all telephone and mail inquiries concerning the work of the center, residential construction and home improvement inquiries and related matters. All of these latter which now might go to the local Kaiser Aluminum district manager will be rerouted to the center. The office also will handle promotion of its activities and contacting of builders, architects, FHA appraisers, home buyers and home owners, all of whom are expected to make use of the centers according to their needs.

Cleveland Center was due to open, with major displays in place, about a month prior to the official grand opening. Two weeks ahead of the first opening, the product specialist in charge was working closely with suppliers and Kaiser customers generally to get displays in and functioning smoothly. At the same time the Kaiser Aluminum portion of the display was set up.

For the grand opening, the company has arranged to have local suppliers act as hosts. Program, following the welcome ceremony, will include: a discussion of the educational program to be given at the center; an explanation of how the company will assist builders in the use of aluminum; issuance of a warm invitation to them to use the center as their own; and an outline of the advertising program planned in 1960 (including TV coverage on the company's Sunday night Maverick series) on residential uses of aluminum.

To encourage builders and architects to use the center as their own, the company has attempted to steer manufacturers toward maintaining their exhibits to convey all the important facts about the products shown (such as uses, installation techniques, advantages). Thus manufacturers will be tied in with and to an extent, illustrate technical educational programs which Kaiser plans to present

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monthly in the form of meetings.

To set up plans for these meetings, the company worked with local home builders association executives and local suppliers. They help to plan the technical program on specific aluminum residential products. Each monthly program will be given on two consecutive days. Only Kaiser Aluminum customers who have displays in the center will be on programs. Chosen supplier will be on the programs. Chosen supplier will talk specifically about the product under discussion—but for the entire industry (not his branded product). No sales talks will be permitted during the program.

Slemp points out that during the coffee hour after the program, suppliers' representatives will have an opportunity to sell anyone on their specific products."

Technical and educational tone will be maintained during programs to concentrate during each meeting on a single product: for example, siding or duct sheet. Center manager will open the program and cover the why-when-where of the application. Supplier's representative will then take over. He will devote his portion of the meeting to the "how" of application of the product.

Program will be repeated again a second day so that as many builders as possible may attend. This type of instruction will be directed not alone to builders, but to heating, ventilating and sheet metal contractors, FHA and VA and local coding officials. Programs will stress practical advantages these aluminum products possess and how to take advantage of these characteristics.

As an example of the approach: A sheet product technical man will tell how to fabricate aluminum ducts and discuss variances between aluminum and other materials which require different techniques to take advantage of the metal's characteristics.

Following introductory meetings, builders themselves will be invited to suggest aluminum products to be discussed on the technical programs.

Says Slemp: "Type of customers and their products which are displayed at the centers will also govern the technical program, since they are an inherent part of the educational objectives."

Meetings are spaced at monthly intervals because builders are expected to attend so many other kinds of programs. First is scheduled for a month after the opening date of the Center.

One aspect of the Product Service Center program which has caused initial acceptance of the total program to be far beyond company ex-



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pectations, is the consumer educational program for which the centers also will be headquarters. This takes the form of a Home Buyers' Clinic, to emphasize facts that a home buyer should know before buying a home, and, most important to Kaiser Aluminum's market development project, facts they should have concerning aluminum building products.

This course will last nine weeks. Slempp says frankly, "It will bring future home buyers into the centers each week and builders once a month with a final tie-in between the builder and the buyer to bring the two to-

gether." This will be a decorating, maintenance and landscaping course open to consumers who have purchased homes from builders who use 11 aluminum items from Kaiser customers in the construction of their homes. Consumer courses will continue throughout the year, with a two-week pause between end of one course and start of the next.

First consumer course is planned to start one month from the grand opening. Two weeks before this, there will be local cut-ins on Kaiser Aluminum's "Maverick" television show to invite viewers to write in for

application blanks for the course. Company hopes to have publicity space in the local home section of Sunday newspapers also to tell people to write for applications. How many individuals can be accommodated at a course will be dictated by the layout of respective centers.

Builders will be given the privilege of sending their interested prospects to the courses. For builders who qualify for the program (through use of at least 11 aluminum products in a home) there will be an additional aid. They will supply the company with pictures of their homes and floor plan and these will be made into booklet form, prominently displayed at centers for all visiting consumers to see.

Builders' names will be made available to consumers who may come to the center and ask for information on builders—another way in which builders and consumers will be brought together.

On completion of a course, the home owner will be given a graduation certificate and list of names of builders who are in the Kaiser Aluminum Center program, with the suggestion that if he is interested in a new home, he contact one of the builders listed.

As far back as December of last year, Peterson and his staff began to prepare the ground for acceptance of the program by the local home builders' association both at the executive and membership levels. At the same early date, calls were made on suppliers to acquaint them fully with details of the program and to enlist their cooperation and participation.

Calls also were made on officers of local FHA and VA; of appraiser, savings and loan and banking associations; real estate board, and Chamber of commerce.

Personal contacts with builders was also a part of advance work. Each one was told in detail about the educational and promotional program; center and its function was explained, also its tie-in with HBA. Company field men who made these calls took the opportunity to explain advantages of aluminum products and to actively sell these. Invitations to the grand opening of the center were personally issued during these calls.

It is worth emphasizing that in this preliminary stage the company's own local personnel was brought very actively into the picture. Kaiser Aluminum district manager actually was the first to be contacted and given full details of the project and its meaning to him. In every way, Slempp points out, "this was made the dis-

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trict manager's program and he was given an active part to play." Arrangements were made for some 30 minutes at district sales meetings to apprise district personnel on progress of the center program. (All, of course, were invited to the grand opening.) Thereafter, regular monthly meetings with the district manager were set up to inform him of progress.

There have been no major hurdles to overcome during set-up stages—just a lot of hard work, planning, and coordination of details. There are two big challenges ("we won't call them problems") that face the company on this first and all future such centers to be established, once the opening fanfare and novelty die down:

1. To maintain interesting and stimulating displays.

2. To get attendance at both builder and consumer training programs.

First is being met through attentive work by the industrial sales organization; setting high standards; and charging minimum fees for exhibit space.

Second is being met through carefully-laid advertising and publicity programs. Kaiser will use all local media and make sure that subjects chosen and speakers and instructors are on a high level of interest.

Dollar costs of the program have not yet been arrived at, Slempp says; but the budget for the program has been broken down thus:

1. Personnel—40% of total budget
2. Rent for the centers—30%
3. Advertising and promotion—15%
4. Operating expenses—15%

The company is not sparing expense, however, for this unique and exclusive Kaiser service. "We feel," Slempp says, "that this is another sales tool for us to use to contact our customers, fabricators of aluminum products. It will in turn enable them to become more a part of the building program in areas where centers are established and give them the opportunity to work more closely with builders. Builders need to know more about why they should use aluminum, when they should use it, how they should use it, and where they should use it." Slempp adds: "Every new house represents a potential of over 1,000 pounds of aluminum."

Product Service Center programs are confidently expected to bring the aluminum industry closer to this goal—and give Kaiser Aluminum its share of the market thus developed. ♦

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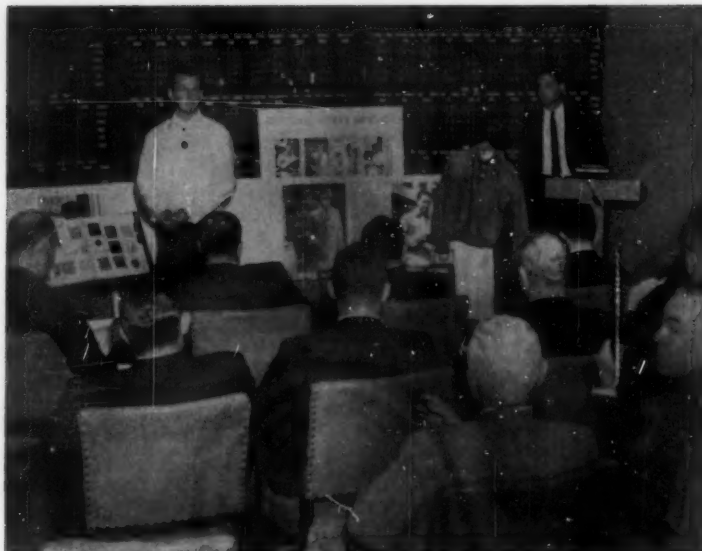
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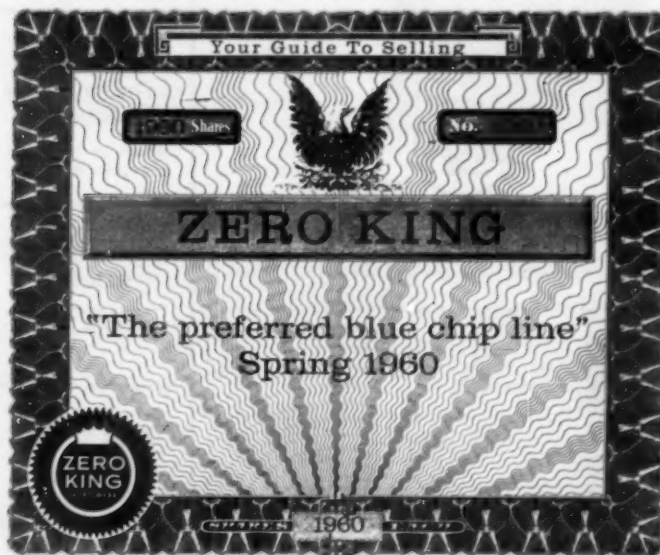




REAL STOCK BOARD is background for '60 sportswear line kick-off.

Theme: Stock Market Site: Broker's Office Product: Sportswear

Sportswear manufacturer stages sales meeting in stock broker's board room. Ticker-tape invitations, stock certificates and blue chips, carry out theme for new line introduction. Tied-in incentive contest: salesmen can win stock in supplier company.



Make the environment in which you hold your meeting count. A sales meeting, in one sense is a production. Like any Broadway stage show, a meeting needs an effective "set" to take full advantage of available techniques. B. W. Harris Manufacturing Co., St. Paul, Minn., carefully picks environment and tailors presentation to fit—right down to the incentive offer.

Ticker tapes, stock certificates and board postings may seem an unlikely atmosphere for a sportswear manufacturer's meeting, but Harris Co. chose unusual setting to dramatize its "preferred blue chip line" campaign slogan.

As makers of Zero King sportswear, Harris Co. arranged to use a local stock brokerage firm's office (Saturday morning) outside normal business hours. To further maintain environment-message relation, company sent invitations printed on ticker tapes to announce company meeting to its salesmen.

Special incentive offer was tailored by meeting planners to fit Spring sales theme. Salesmen who make the contest quota will be given real shares of J. P. Stevens stock, makers of a fabric used in many Zero King products.

On meeting day, each salesman awoke to find a copy of Wall Street Journal had been delivered to his hotel room. Journal will later carry Zero King advertisement which shows men in jackets in front of New York Stock Exchange, American Stock Exchange and Midwest Exchange buildings.

Brochure of 1960 Spring line was produced in the form of a stock certificate and distributed at sales meeting. Jackets featured in promotion piece were named "The Preferred Stock."

"Preferred Stock" will be designated by a blue chip attached to garment. Blue chip can later be removed and used as a key ring.

To back Harris' claim that Zero King is preferred, company conducted its own survey based on names of subscribers to Sports Illustrated Magazine. (Sports Illustrated is used by Harris Co. to advertise jackets.) Subscribers were asked, "If you were to buy a Spring jacket, price no object, which one would you buy?" Result of survey was reported to be, "overwhelmingly in Zero King's favor."

Periodic "flashes" in the form of stock tips (such as one might receive from an investment service) are scheduled to follow-up sales meeting. Enthusiasm is expected to be maintained through these spaced campaign boosters. ♦

◀ BROCHURE made up as stock certificate.



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Owens-Corning Fiberglas uses cast of two to stage "Five Minute Theater" at Roofer's Show. Audience "captured" for more than twice five minutes. Applause greets "sell" with humor.

Carnival-type show scores smash hit at trade show in Sheraton Hotel's new 18,100 sq. ft. exhibit hall in Philadelphia. Almost everyone at Na-

tional Roofing Contractors Assn. trade show visited Owens-Corning Fiberglas Corp.'s "Five Minute Theater" at some time during the four days.

O-C staged what proved to be the eye stopper of NRCA's "exhibit alley." Barkers yelled come-ons, "See the only show of its kind." Side-show goers were asked to fill out registration cards at ticket window as price of admission. "Tent" could seat up to 30 people a show. However, many shows had standing room crowds as well.

"Five Minute Theater" was located at the far end of Sheraton's "Little Convention Hall" which is capable of providing up to 125 8 ft. by 10 ft. exhibit booths. Outside the 11,000 sq. ft. exhibit area is a 7,100 sq. ft. "Penn Center Room" for meetings.

Once inside, show began promptly. Color film of Fiberglas salesman at roofing school was shown to audience. (Salesmen were given a week's course on roof construction in order to make them more familiar with roofing problems.) Comedy was added to film by speeding up motion so that everyone had "quickie movements" to his actions. Additional humor peppered film in which salesman Jones lost his loafer (shoe) on sticky tar.

Film was nothing more than an out-and-out commercial for Fiberglas, but the audience seemed to enjoy theater's straight forward approach.

Special lighting effects for the "Five Minute Theater" were not hard to rig with hall's new lighting installation. Room provides overhead spotlights, outlets for individual booth lighting, plus a full range of electrical currents.

"Introducing the only three acts of its kind," heralds show barker after film. He introduces audience to Swami, "World's Greatest Magician." First trick is board with a "magic" number. In the center of a poster board, filled with squares, is a large "1600." As the Swami drapes his cape over board the number changes to 1250, then to 1,00 and 500.

Each time, audience claps at the obviously badly executed trick. Swami purposefully lets audience see him fling each poster into the stage wing which leaves the next lower number in view.

Next, Swami takes a piece of Fiberglas roofing insulation. He lays it on top of some pebbles and releases 250 pounds of air pressure to drive an inflated tire down on top of the insulation board. No impression of the pebbles is left on the Fiberglas product. Trick is proof that insulation had pliable surface that allows it to be applied to rough surfaces.

Second act features the world's strongest man. Muscle man accomplishes feats of strength with bar bell. After finally lifting bar bell with one hand, actor begins to have trouble.

"I DON'T CARE WHAT IT COSTS!"



... UNTIL THE BILL COMES IN

It's curious how quickly the cost factor flies out the window when a fresh, creative approach is presented to the client. Nine times out of ten he says, "That's just what I want. Go ahead and build it."

Although we appreciate that kind of enthusiasm from our clients, we believe that it is far better to discuss exhibit costs *before* starting production, than afterward.

Working to a budget figure is to the advantage of both the exhibitor and the exhibit builder. It is far easier to bring the display and the budget into line in the preliminary stage than it is after the assignment is in production. In the later stages, changes and revisions are expensive

in themselves and they can drastically affect the impact of the display.

Budgeting and scheduling go hand in hand as two of the most important aspects of display production. Together they produce economical, effective results.

Our best evidence of the success of this procedure is to be found in our records of *repeat* assignments from the clients we serve.

WRITE for new folder "Sales-Producing Exhibits," which illustrates and describes fourteen sales-stimulating GRS&W-produced displays.



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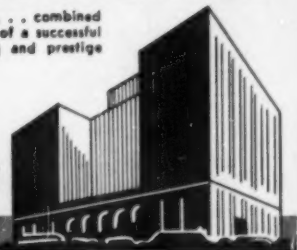
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SALES MEETINGS/Part II SALES MANAGEMENT

To the audience's delight, show barker relieves muscle man of his burden by picking up weight with no effort.

Two men were used to carry off entire vaudeville portion of the "Five Minute Theater." Amateur barker displays considerable talent for glibness often associated with the professional carnival barker. Other man did quick costume changes between acts to perform in all three roles.

Mind reading act completed show. Actor is asked to attempt to read the minds of audience. He proceeds to launch into a one-minute commercial on Fiberglas as a roofing material (supposedly what was on everyone's mind). Frequent applause and final ovation quickly told show planners that they had a success.

Plenty of fun for all, yes. But important sidelights could not help make theater a success in other ways. Registration provided Fiberglas with sales prospects. While show visitors were in tent, distractions could not divert their attention to other portions of NRCA show. Theater goers were fully exposed to Fiberglas message. "Five Minute Theater" was spectacular enough to outshine less dramatic booths.

Then too, audience was held captive for 12 to 13 minutes, despite claims it was a five minute show. This accomplishment was a victory in itself when compared to the fact all other exhibits together might be toured in about 15 minutes.

Perhaps the Fiberglas side show sounds like it should be expensive — only something a large corporation can afford to do. Such is not the case. Tent was made of cardboard and curtains. Small area was partitioned off for ticket booth (which also housed projection and sound equipment) and a dressing area behind stage. Top of tent was covered with black gauze-like material.

Additional equipment for side show was a movie projector and tape recorder for music and sound effects. Portable spot lights gave special lighting effects. Entire booth covered approximately 18 ft. by 20 ft.

NRCA's trade show was held in one of two rooms available in Sheraton's new facilities in the Penn Center Concourse. Actually on Pennsylvania Railroad property, new hall is beneath the Sheraton Hotel. Doors lead directly to elevators and stairs to the hotel lobby. Facilities opened last January. ♦

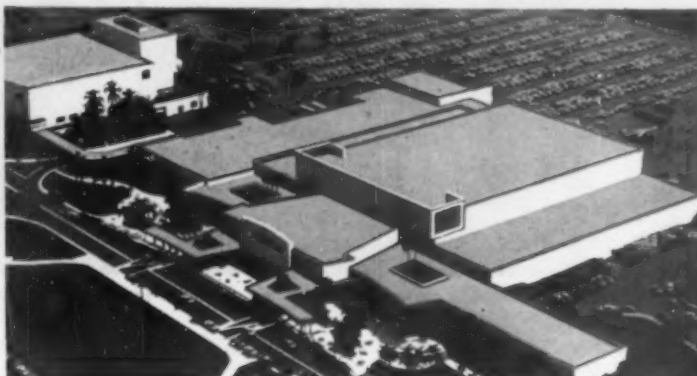
LIST OF TRADE SHOWS?

See page 9.

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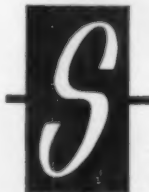


For further information, write or wire:

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Auditorium and
Exhibition Hall Manager

or
THOMAS F. SMITH
Director Convention Bureau
1700 WASHINGTON AVENUE
MIAMI BEACH 39, FLORIDA

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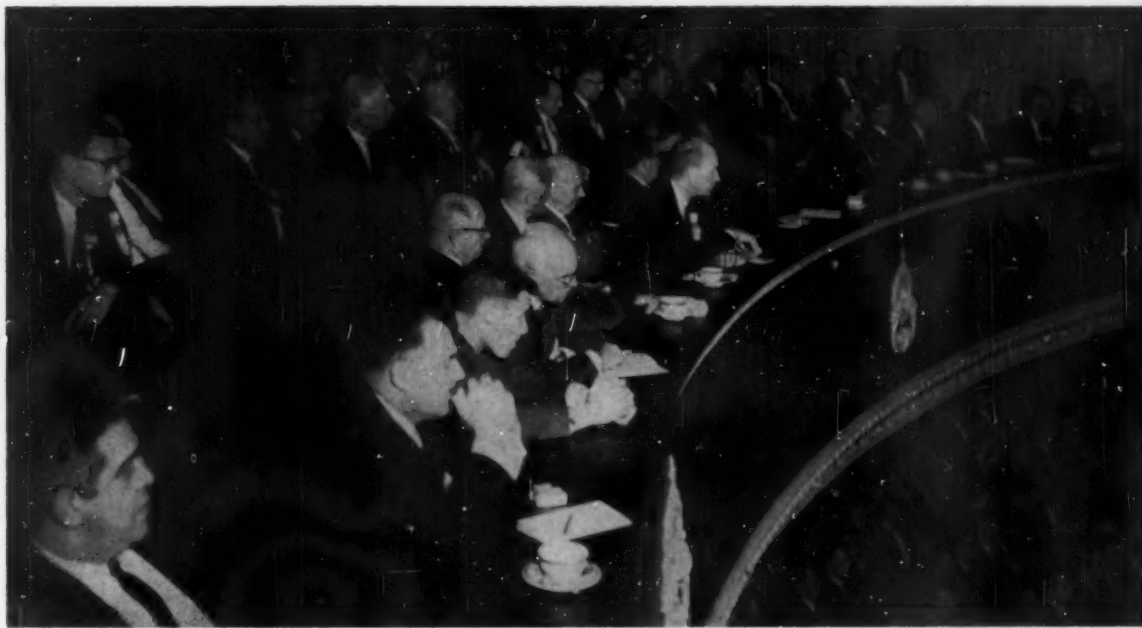


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ONLOOKERS have opportunity to see Brunswick management in depth. First time, financiers watch behind-the-scenes people.

Brunswick Out to Bowl 'Em Over

Financiers as well as salesmen attend Brunswick's big national sales meeting. It's just the second national meeting in over 100 years. "Money men" exposed to Brunswick enthusiasm for future. "College of Bowling Knowledge" is theme for meeting.

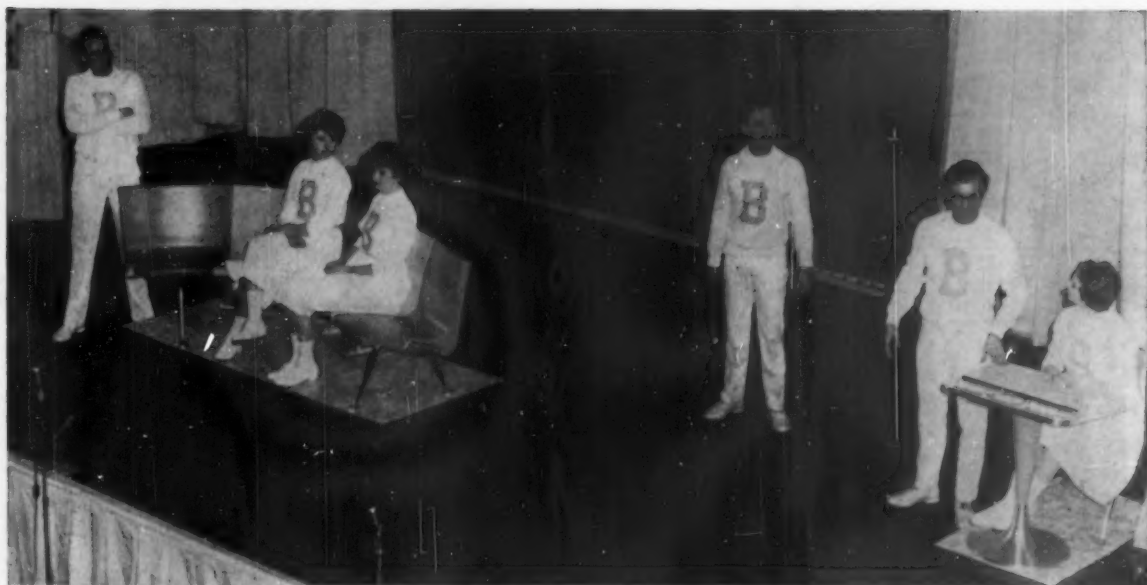
At a national sales meeting held last month in Chicago, there was more than \$100 billion worth of "assets"

seated at one time in the Grand Ballroom of the Sheraton-Towers hotel. These "assets" were embodied in 51

financiers who had been invited to the second national sales meeting ever held by Brunswick-Balke-Collender



IT'S NO SECRET at meeting that Brunswick line is explained to bankers so bowling proprietors may obtain future loans easier.



TWO-ACT COMEDY introduces Brunswick's '60 Golden Crown Line to dealers and bankers. Professional actors are in

specialty written musical, which lasts 20 minutes. Film of same show is to be shown later to Brunswick distributors.

Co. in over a hundred years.

B. E. ("Ted") Bensinger, president of the 115-year-old manufacturer of bowling, billiard and sports equipment (plus school and office furniture), personally asked the men-of-money to sit in on the week-long meeting, or part of it, and expressed some hope that many would accept. He and other Brunswick top brass were somewhat astounded that almost all of the invitations were accepted, and financiers checked in from New York, Los Angeles, St. Louis, Cleveland, Detroit, San Francisco, Toronto and, of course,

Chicago. After all, \$270 million in 1959 corporate sales ain't hay!

Interest by these men was attributed to the almost fanatical growth of bowling during the past decade. Veritable Taj Mahals have been built or are now on the boards, to represent in some cases several million dollars in construction and equipment. Where do these owners get the money? From banks, mostly, but from other financial houses as well. These "money" men came to see for themselves the currently and projected healthy growth of the bowling industry, and

they heard some encouraging statistics quoted by Brunswick officials on the stage. They seemed equally impressed by the musical-comedy style of presenting the 1960 "Gold Crown Line" of deluxe bowling equipment, and were genuinely "taken" by Brunswick's other guests who were introduced from the stage.

These guests were famous athletes who have opened bowling establishments as insurance against the day when their prowess might give in to Father Time and strenuous careers are ended. Taking bows were: Stan



EXHIBIT BOARDS outline what Brunswick is doing to promote the bowling industry, and also explain what dealers can do, too.



They convened here 200 years ago

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But there's a difference. Once upon a time the delegates might refresh themselves at lively sessions in the Raleigh Tavern. Now, air-conditioned meeting facilities and modern hotel rooms add a 20th Century flavor to the pleasures of doing business. There's plenty for the ladies to see and do in historic Williamsburg, too. And *after* business—tennis, golf, and swimming for everyone. It's recreation at its finest.

Set your next convention here. At the Williamsburg Inn, Lodge and Motor House, 535 rooms, superb facilities, and the atmosphere of leisurely charm, form an ideal setting for meetings of 10 to 400 persons.

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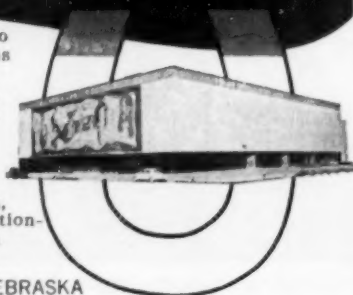
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Musial, St. Louis Cardinals, and Joe Garagiola, Cardinal broadcaster and former catcher, partners in Brunswick House, St. Louis; Yogi Berra, N.Y. Yankee catcher, partner with Phil Rizzuto in Brunswick House, Clifton, N.J.; Mickey Mantle, Yankee outfielder, owner of bowling establishment in Dallas; Sherman Lollar, Chicago White Sox catcher, opening Brunswick House in Springfield, Mo.; Pete Runnels, Boston Red Sox first baseman, operator of Brunswick House, Lifkin, Tex.;

Also Johnny Unitas, Baltimore Colts quarterback, and L. G. Dupre, half-back, partners in a bowling business to open in the spring, Baltimore; Del Ennis, former Phillies outfield star, now operating Brunswick House at Rockledge, Pa.; Solly Hemus, manager, St. Louis Cardinals; Gil Hodges, Los Angeles Dodgers first baseman; Bobby Layne, Pittsburgh Steelers quarterback, proprietor of two bowling establishments in Big Spring and Austin, Tex.; Sammy White, Boston Red Sox catcher.

Three famous names in bowling, TV idols of millions of fans, were on hand as staff advisors to Brunswick: Don Carter, World's International champion; Harry Smith, National Match Game Bowling champion, and veteran Ned Day.

Equally impressed by the fanfare and their first close look at famous names were 200 Brunswick salesmen and branch managers seated on the main floor of the ballroom. This was the first national sales meeting many of them had ever attended, and even for the old-timers, it was only the second.

Only previous meeting of any proportion was held in 1950, but it was not as elaborate, impressive or extensive. Milt Rudo, vice-president-marketing, explains that Brunswick-Balke-Collender had for years operated by the regional, or branch structure, and before the marketing system was reorganized, had 23 operating branches in the field. Each branch manager was autonomous, with his own sales force and warehouse.

In 1954 the company created regions with working vice-presidents as top executives for these divisions. "This pulled a lot of clerical work and inventory out of branches and yet gives the same, or improved, service to bowling proprietors," Rudo says. "Each region controls its warehouses, labor and shipping—but now under a broad company program."

Brunswick has always had planned sales meetings with programs on a regional basis, Rudo explains further, but because of the industry's growth,



"YOU COG" is salesman. Brunswick's Jack Thomas places cog to show salesmen are most important part of marketing from factory to customer.



KEY CLUB is hospitality room—set up so salesmen had no reason to wander off nights. Home-office employees were hostesses. Factory execs were there, too.

and "because we're making several radical changes in bowling equipment, we decided to give the whole thing real impact as found only in a national sales meeting—and to put on as professional a show as possible."

Company wanted to show its salesmen, as well as its financier guests, that bowling equipment has graduated

from the staid maple tones and is now customized. Rudo says, "We wanted to illustrate that bowling establishments now have different designs in equipment, as well as six different colors. Lanes two miles apart can have a completely different package of color which can be set up to blend into a particular establishment."

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SKATE!...on our spacious, colorful, artificial outdoor rink night and day during the winter months.

RELAX!...in our modern Health Club under a soothing massage. Ease away unwanted pounds in the steam room.



DANCE!...in the gay, sophisticated Submarine Room to the music of top flight orchestras.

DINE!...in a choice of distinguished restaurants featuring truly fine food.



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ORGANIZED IN "TOURS," Brunswick salesmen move from booth to booth on schedule to hear of products. Factory man explains bowling shoes at his booth.



AUTOMATIC PINSETTER is explained by Brunswick President Bensinger to customers: Stan Musial, Mickey Mantle and Baltimore Colts' Johnny Unitas.

To do this, Brunswick engaged the services of the Jam Handy organization, and for seven months executives worked with Handy's Harold Dash to create a show that would come up to professional standards. How would you illustrate to a critical audience a

new subway ball return? A new foul light at ankle level in front of you instead of over the pins? A cluster rack to hold 12 balls? Hand dryers?

Stage show, to emphasize the "Golden Sixties" and the Gold Crown Line, was built around "Brunswick



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Your members will find it's sheer pleasure doing business in the resort atmosphere of the Sheraton-Park. The hotel's facilities include an outdoor swimming pool, four tennis courts, 1200 outside rooms, all with air-conditioning, radio and TV, three fine restaurants for excellent dining at reasonable prices, two delightful cocktail lounges for meeting and entertaining associates.

The important business functions in Washington are held at the Sheraton-Park. For complete information, contact Lewis M. Sherer, Jr., Sales Manager.

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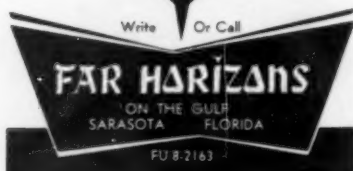
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THE
HOMESTEAD
HOT SPRINGS, Virginia



DIPLOMAS are given "class" of sports celebrities, who are Brunswick buyers too, at meeting. Some "graduates" will be bowling proprietors for first time.

College of Bowling Knowledge." It had an able cast of young men and women (professional actors and dancers) dressed in campus garb. They gracefully introduced several pieces of the Gold Crown Line, weaving these spots into their song-and-dance routines. Milt Rudo, "Professor of Marketing," Jack Thomas (v-p sales) "Professor of Sales" and other Brunswick executives were introduced for periodic "lectures" during the three-hour show. Included at one point was a 20-minute, Handy-produced color film to show a typical American family using the Gold Crown Line in actual bowling lanes.

This film was scheduled to go on the road immediately for showing to proprietors all over the country as an aid to selling. As "Professor" Thomas put it, all equipment shown is ready to be sold right now, "not with delivery three months from now. We're ready to ship your orders on Monday, February 8!"

Thomas confided to this reporter that a plastic case full of sales materials for the new line was not the only proof that wives would have of their salesmen-hubbys' attendance, but that he is writing all wives a personal letter saying, in effect: "We're sorry you had to miss this show, but here's a recordings of four of the show's top songs, with original music and lyrics written just for Brunswick." Pictures from the stage show will form a montage as a jacket cover for the record.

After the show's conclusion, all vip's retired to the next floor of the hotel for the first look at actual, op-

erating bowling lanes set up for the purpose. All were foreshortened to about 20 feet so that the bankers could roll as many strikes as they wished. For dry throats after this unaccustomed exercise, there was an oasis in the foyer.

Brunswick sales setup might be said to be broken down into two parts—territorial salesmen who service regular outlets, and sales engineers who work to develop new locations and businesses. These two groups and the divisional heads of company subsidiaries all caught the show at one time. During the afternoon and for the remaining six days they were concerned only with their own meetings—except for sessions spotted during the week wherein advertising and promotion for the new line was introduced. Almost the entire group sat down together for luncheon each day. Branch managers attended their "schools," sales engineers, theirs. Western, Central, Great Lakes and Eastern regions paid particular attention to their own programs.

High spot of the day to a great number attending was the strictly private "Key Club" open the first three evenings after the days' sessions. Refreshments were poured in the Sheraton-Towers' exotic Tropical Room for "members only." Idea was designed to keep the visiting firemen off Rush street (night club circuit) at least until 12 midnight, but some felt there was still another motive—to keep expense accounts within reason. Probably the smilingest man of the week was Tom MacDonald, the hotel's sales manager.

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WILL YOU & YOUR GROUP FIND MORE LUXURY
MORE COMFORT MORE PURE PLEASURE
THAN AT THE CARILLON IN MIAMI BEACH**

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Superior 7-4700 • TWX: CG22

Hostesses for Key Club were home-office personnel. Factory executives also were on hand to talk to salesmen informally.

Brunswick salesmen left this meeting with tangible reminders. In a large personalized plastic portfolio they found a tie pin and cuff link set (with golden crown) and rich leather key case (also with crown).

Entire meeting ran the first eight days in February, and company officials termed it a huge success as did those attending. Brunswick likes to consider itself as the "leading name in bowling"; if the enthusiasm engendered at its big national sales meeting is any criterion, competition had better, most observers believe, look to their laurels—and ten-pins. ♦



Newspaper to Digest Regional Meeting Talks

Newspaper with one issue and 10 editions probably has set some kind of a record in the publishing industry, particularly since total press run did not exceed a thousand copies. The short-lived tabloid, called the "Regional Meeting News," was conceived, written, printed and distributed by American Optical Co., Southbridge, Mass., as a novel means to emphasize points made during its annual sales meetings held across the country.

Sales meetings, held yearly in the company's 10 regional cities, for branch managers, salesmen and distributors, outline plans for the coming year. Rather than rely on notes taken during meetings, as has been done in the past, AO printed a slick, four-page tabloid-sized newspaper. All copy was based on salient points

made by speakers during the eight-hour sessions.

For added impact and timeliness, each edition of the paper was dated with the meeting city name and date meeting was held. As an example, salesmen leaving the Chicago regional meeting on Jan. 5 were handed the "News" with the dateline "Chicago, Ill., Jan. 5, 1960," and found comprehensive coverage of talks they had just heard. Those in Kansas City, on Jan. 7 received their own edition, with "Kansas City, Mo., Jan. 7, 1960" dateline.

Distribution was made from the company's printshop to each of 10 cities, well in advance of the meeting dates. Circulation was responsibility of local regional managers. ♦

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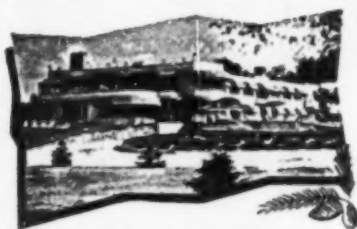
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Meetings For Doctors Examined

Joint meeting of medical convention planners and companies that exhibit view each other's problems. Out of it comes tips on how to improve sessions and what criteria companies use to evaluate shows. Another meeting is planned.



Physicians are going to attend better conventions and exhibitors at these meetings may expect less problems and more cooperation. Men and women who plan meetings for doctors and exhibit men and women from companies in medical field now work together.

First joint meeting of Professional Convention Management Assn. and Medical Exhibitors Assn. was staged in Chalfonte-Haddon Hall, Atlantic City, in January. PCMA is made up of medical association executives who plan conventions for doctors. MEA represents companies that exhibit in any of over 200 different medical conventions.

To make conventions more effective for doctors, panel speakers made many suggestions including:

- Program committee should function all year 'round.
- Planning committee should be small and not have to handle any physical details—only program content.
- Some members of program committee should remain following year to give benefit of past experience.
- Post mortem should be held immediately after meeting to analyze results as guide for next year.

- Continuous movies not as good as one-day session for films with introductions by film producers.
- Convention should be under single control.
- Association members should not have routine duties.
- Aim should be to get copies of speeches long in advance.
- Many short talks are better than few lengthy ones.

To aid exhibitors to get more impact, these suggestions were offered:

- Companies whose products will be mentioned on program should be notified in advance.
- Booth numbers of exhibiting companies whose products are involved with talks should be noted in abstracts of talks, and abstracts should be sent to exhibitors in advance.
- Printed programs should be sent to exhibitors early.
- Scientific exhibits should be separated from commercial exhibits. (Doctors prefer it.)

Exhibitors at the joint meeting outlined their problems to convention

managers in an effort to make future shows more effective for both exhibitors and physicians. An outline was presented of how exhibitors select shows so that show managers might know why their shows are picked or turned down. Here are the points most companies include in their evaluation of a year's show participation program:

1. Budget: This often determines how many shows in which a company can exhibit.

2. Population: Companies compare how many physicians there are in the area covered by the show with how many attended last show.

3. Specialty: Percentage of particular medical specialty that attends a show is important to company whose product is used most by the specialist.

4. Location: A company may want extra emphasis in a particular market area and its decision to exhibit can be influenced on this need—or lack of it.



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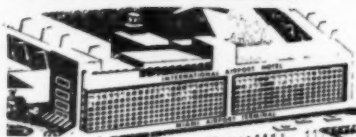
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5. Reports: Medical Exhibitors Assn. sends out reports to members on operation of shows. Reports are consensus of MEA members at past shows and give insight into what to expect.

6. Interest: Type of interest shown by physicians at past show influences exhibitor.

7. Management: Ability and skills of show management affect decision to exhibit.

8. Employees: What booth attendees say about show has bearing on company's decision to exhibit.

9. Ratio: Percentage of total association membership that attends a show is significant.

10. Cost: Space rates are included in evaluation of exhibit worth.

11. Products: New product availability influences decision to exhibit.

12. Market: If physicians in a par-

ticular specialty are widespread, ability to reach many of them at one show is important.

Additional facts revealed at this first joint meeting between meeting planners and exhibitors:

1. Conventions offer relatively inexpensive way to sample since mail costs and personal sales expense are high.

2. Show managers sometimes have problems with sales personnel of non-exhibiting companies who attempt to "detail" doctors at meetings.

3. Potential exhibitors sometimes have difficulty to get into a show to "scout" it as a future exhibit opportunity.

This joint meeting met with success and another is planned for 1961. Big need for it is that medical field has more meetings and shows than any other industry, and many convention planners are not sufficiently skilled nor sympathetic to problems of exhibitors. ♦



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DURING BREAK in session at Effective Speech Seminar, Paul Mills discusses voice pitch with one of 25 attendees. Each attendee records his voice before and after training.

Union Bag Trains Its "Voice"

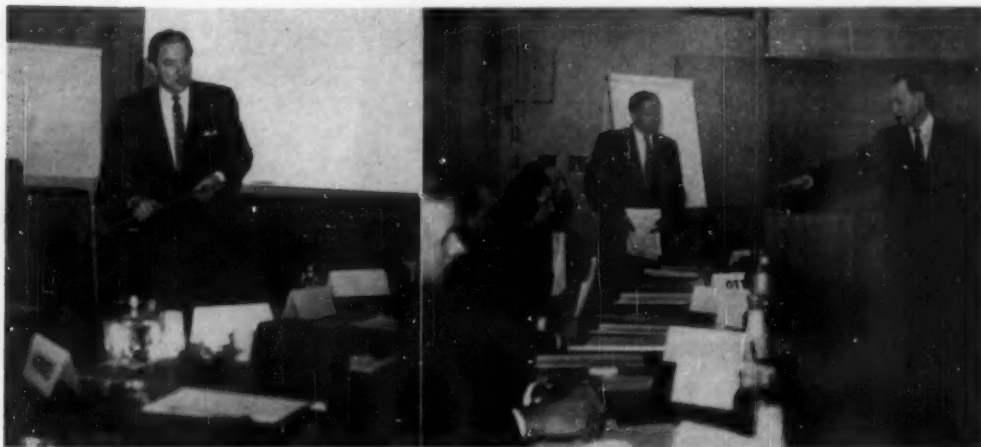
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As part of its Effective Communications Program "to upgrade written and verbal skills," Union Bag created

three full-day sessions for its "inside" sales people. Twenty-five people attend each session. Attendees are assigned by their department heads. Aim is to have those who have voice con-

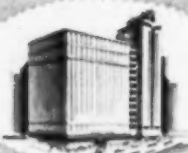


AUDIENCE is involved by Bernie Roberts and Paul Mills to show practical use of voice techniques.

4

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tact with the "outside" talk more effectively. These people include market research personnel, credit department people, sales promotion personnel, sales correspondents and packaging specialists.

Eight-hour session on speech was conducted in Union Bag's own meeting room at its offices in New York City. Seminar was produced by Sales Power, New York City. Paul Mills and Bernard Roberts, principals of Sales Power, gave Union Bag people a new experience.

At the seminar's opening, speaking voices of those in the audience were

recorded. (This was the "before" to be compared with voices after training.)

Audience participation was featured in almost every step of the program to develop good speech habits. "We don't attempt to break bad habits. It's too difficult, especially in one day," says Mills. "What we do instead is to instill good habits to replace bad ones. Eventually the bad habits disappear through disuse."

First idea that Mills and Roberts offer the seminar group concerns importance of word sounds to convey meaning. Same words can have many

meanings, depending on intonation and melody in your voice. Examples were given, such as sentence: "May I see you tomorrow at six?" By putting emphasis on word "see," you ask for a yes or no answer. However, if you put emphasis on the word "six" (May I see you tomorrow at six?) you assume "yes" and merely ask for confirmation of the time.

Speech was likened to a musical instrument. Good speaking voice, seminar learned, uses deep tones. Violin with its high tones and small cavity was compared with a cello with its deep rich tones and greater resonance.

Audience tested every idea presented. Mills and Roberts went around the room to have members of the audience try to make their words more pleasant by holding and stretching voiced sounds. For instance, when you say "warm" and hold the "m" sound you convey the idea of warmth with more conviction. There's more ease in the word "ease" when you hold and stretch the end of the word.

Lip movements create worth of a word, Union Bag people learned. Most people muffle sounds by not moving their lips when they speak. To get the audience to use greater lip movement and to reduce pitch of the voice (lower tones are more pleasant to a listener's ear), Mills suggested whispers.

Audience discovered that to talk in a whisper and be heard, you have to exaggerate lip movements. And when you talk in a whisper, your throat is more relaxed and you get lower tones. Thus, the big "secret" of speaking well emerged: Develop a speaking voice based on a whisper (with its lip movements and lower tones). Audience tried this technique and everyone was delighted that it worked. (This was the case with everything presented—audience could try it out to its own satisfaction.)

"People tend to talk too fast," Mills explains. "When you make lip movements, you slow down. This makes your speech clearer and your slower rate allows you to use better language—you have time to think."

Audience was allowed to select someone known to talk too fast. "People who talk too fast don't make clear sounds," Mills points out. So with the man selected from the audience, Mills demonstrated how the subject's voice improved with a slower rate of speech.

Not only do many people fail to move their lips, they have lazy tongues as well, Roberts told Union Bag seminar. "The lazy tongue lies flat in the mouth." This adds to voice

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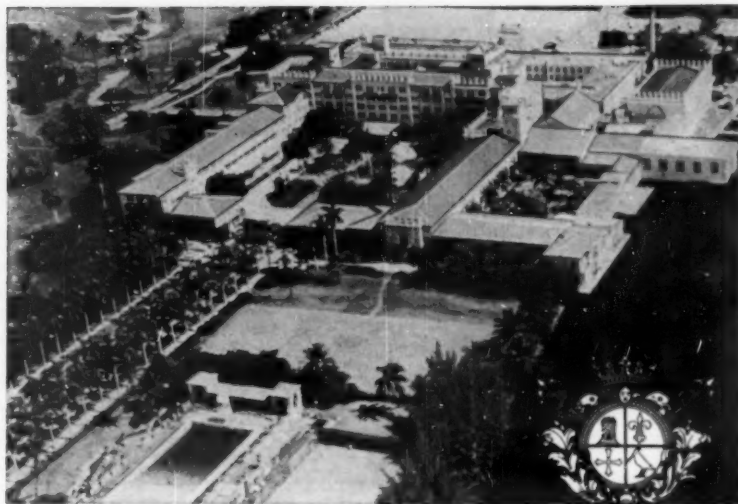


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monotony and is a block to clarity.

While morning periods were taken up with theory (which could be practiced), afternoon sessions constituted a clinic. Union Bag people role-played speech situations they encounter each day. A role-play situation was recorded, and later the same person involved recorded it again when newly-learned techniques were applied.

Three steps were used. First someone from the audience had his voice recorded. Next this same person was recorded as he or she spoke in a whispered tone (to "unfreeze" the voice). Next the person bent his ear to aid him to talk more softly.

Ear bending was a technique introduced so that members of the audience could get an insight into how their voices sound to others. When you bend your ear forward and hard against your head, and then speak, you hear yourself as others hear you. Generally, you speak too loud. By bending your ear, you can adjust your volume and make your voice more pleasant. This experiment works, the audience soon discovered.

Neither Mills nor Roberts ever criticized any effort from the audience. They always called on those in attendance to discuss individual talks that were recorded. "We merely ask the audience to compare voices before and after applying good techniques," explains Mills. Self-criticism from the audience is most effective. Everyone can hear changes that are brought about "right before their eyes."

Effective Speech Seminar worked on problems that are common to many. For instance, how do you overcome "uh, uh, uh"? Many people insert an "uh" after every few words. Instead of concentrating on the "uhs," Mills and Roberts suggest two other habits to cultivate. One: look directly at the person to whom you are speaking; keep constant eye contact. Two: pause when you have to find words. Even long pauses are not bad when you have eye contact. "Don't fear silence," says Mills. These two procedures — eye contact and pauses — work to eliminate "uhs."

"Another advantage of eye contact," Roberts points out, "is that it keeps you on the track. Your conversation doesn't wander when you look directly at someone. (It usually does when your eyes shift around the room.)"

Union Bag is pleased with Effective Speech Seminars because employees hear improvement in their own voices before they leave the meeting room. This gives them an incentive to practice what they have learned. ♦



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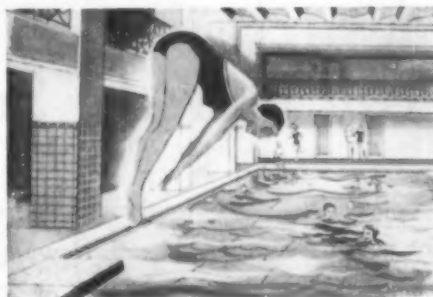


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HIS NEEDS are explained by Harry J. Hollywood, Cadillac branch manager.



CONTEST for "Mis-Classified" is staged by Tribune want ad salesmen.

Switch: Let Customers Tell How to Sell Them

Chicago Tribune ends up with customers as best experts on how want ad salesmen should sell. Newspaper invites five want ad users to address department staff of 200. Theme set six goals.

To increase effectiveness of its annual sales meeting, Chicago Tribune's classified department this year turned the tables on its sales force: A group of customers were brought in to discuss ways in which the staff could sharpen up its sales and service tools.

"During previous meetings and conventions," explains Arthur E. Rozene, classified advertising manager, "we'd put on sales demonstrations, acts and sales skits. We hired outside experts. We had our own staff make talks on 'how to do it' better. Management outlined goals and discussed plans. And we had some very worthwhile results. However, since most of these meetings were conducted mostly from our own point of view, we felt we could benefit by securing outside advice and criticism."

Choosing an outside expert, Rozene finds, is not an easy task. "After considering qualifications of some sales experts, you reach the conclusion that almost anyone can be an expert and be right part of the time," Rozene points out. "Even a clock that is not running will invariably show the correct time twice each day."

After considering several outside experts, Rozene reports, the Tribune finally decided that some of the best and most helpful experts on want ads would be found among the paper's own want ad customers.

A group of five executives from firms that were frequent users of Tribune want ads were invited to participate in the program. Each executive represented an advertising classification that accounted for a large percentage of the Tribune's want ad lineage during 1959. Included were representatives of real estate, rental, home building, employment and automotive fields. Together, these five classifications represented 84% of the 12,768,000 lines of classified advertisements carried by the Tribune during 1959.

The executives were invited to participate in the sales meeting; to discuss ways in which classified advertisements affected their own particular business operations; to cover current market conditions and 1960 prospects in their field; and to outline ways in which the Tribune's want ad staff might improve sales and service to them and other customers.

Customers' presentations were supplemented by a discussion of 1960 sales aims established for the Tribune's want ad staff, which consists of over 200 men and women engaged in selling and service activities.

These sales goals were reflected in the theme of the annual sales meeting, "6T's for the 60's."

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HOTEL IN THE SOUTHWEST...

Designed for Conventions in Dallas...

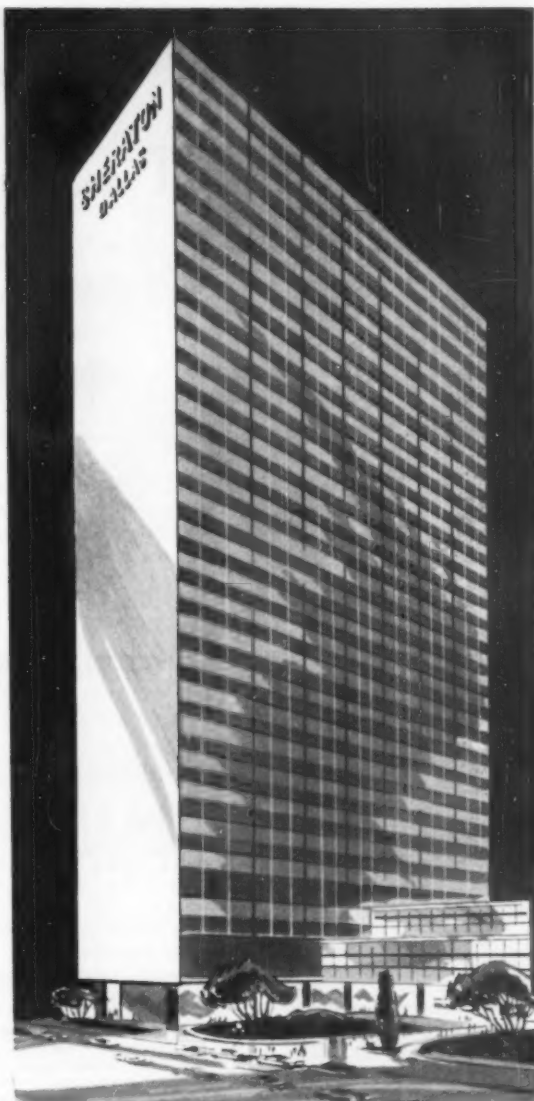
Hub of Industry and Finance

The new Sheraton-Dallas Hotel is planned and staffed to accommodate today's progressive businessman... for conventions, multiple-meetings and private groups. The Sheraton Plans Group promises you an integrated, smooth-running program, whatever your needs may be. Facilities vary in size from private function rooms for 10 people to the grand ballroom which will accommodate more than 2000.

This modern sheath of mosaic beauty also features the finest cuisine, prepared by world-famous chefs.

Discriminating businessmen have given their hearty approval to the Sheraton-Dallas... located in the heart of Southwestern finance and industry.

600 Rooms..... Free parking for registered guests



TYPICAL FUNCTION ROOMS provide privacy and luxurious furnishings for business meetings and parties.

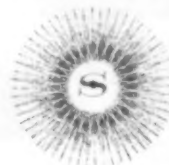
LUXURY GUEST ROOMS have AM-FM clock radios, ice-making compartments and extra large closets... many have built-in TV.

THE GRAND BALLROOM—a grand ballroom in its fullest sense... seats more than 2000 at conventions... contains facilities for closed circuit TV.

the new *Sheraton-Dallas* HOTEL

LOCATED IN EXCLUSIVE SOUTHLAND CENTER... DALLAS

Randall Davis, General Manager



MARCH 18, 1960

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In Chicago...

MOST MAJOR EXHIBITORS

know the extra "sell" and savings by showing in AMERICA's heart-land . . .



exhibitors and conventioners know that the savings in travel by using Chicago's great Amphitheatre . . . plus the convenience of adequate hotel facilities . . . make budgets stretch farther and produce more dramatic sales results!

There is No Reason Why . . .

they like it!

Chicago Automobile Show
Chicago National Boat Show
Chicago Sportsman's and Vacation Show
International Livestock Exposition and Horse Show
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National Metal Exposition
International Heating and Air-Conditioning Exposition
Republican and Democratic National Conventions
National Packaging Exposition
Materials Handling Exposition
National Machine Tool Builders' Show
Road Builders' Show
and other leading expositions



home of the internationally famous
SIRLOIN ROOM
"where the steak is born"

- Private dining rooms and meeting rooms
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Your Very Next Convention or Sales Meeting Should Not Be in The Internationally Famous

International Amphitheatre

Chicago . . . the convention city . . . is the natural spot for your next meeting. The International Amphitheatre has the facilities to accommodate meetings, conventions and exhibitions of any size.

- 585,000 Sq. Ft. Exhibit Space
- Air Conditioned Arena Seats 13,500
- New Public Address System
- Parking for 7,500 Cars
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- 15 Minutes from the Loop

Direct Your Inquiries To
M. E. Thayer, General Manager

*Meetings?
Any Size*

Many Smaller Rooms Available . . .
Adjoining Nationally Famous Restaurants



Adjoining the Amphitheatre . . .

Stock Yard Inn

A charming atmosphere housing some of the world's most famous restaurants. Complete facilities for sales meetings, banquets and special dinners for groups of 25 to 800. It will pay you to write for literature, plans and banquet menus.

Direct Inquiries To
Mr. Robert Foss, General Manager

International Amphitheatre

42nd and Halsted • Chicago 9, Illinois

As explained by Max H. Jones, classified sales manager, the 6T's included:

1. To sell Tribune want ads: Prospect who gives a salesman his time does so in the hope that it will be worthwhile. He does not expect five minutes of small talk.

2. To serve Tribune readers: If a newspaper expects to be the leader, it must please the reader—by improving its content and appearance.

3. To help Tribune advertisers: Ideas for more profitable advertising copy and layout services, special promotions, market research, and other constructive suggestions are welcomed by prospects. When a want ad salesman stops thinking up new ways to aid advertisers, he stops selling.

4. To maintain Tribune leadership: When a newspaper has readership, maintaining leadership is a matter of service and results, two factors that depend upon the effectiveness of sales efforts.

5. To improve the Tribune's competitive position: When an organization has the leadership in its field, its sales personnel are constantly in the position of having to run faster just to keep up with themselves. But beyond this, improving your position, when you already are the leader in your field, requires thinking ahead, and dreaming ahead — for it is new ideas that will pay off.

6. To benefit the Chicago market: Every week in the year, millions of dollars worth of goods and services change hands through want ads in Chicago Tribune's columns. Want ad columns make an important contribution to the Chicago marketplace, and the market can be improved by increasing the effectiveness of classified advertising.

When customers who were guest speakers at the Tribune's sales meetings were asked to come up with suggestions for ways the paper's want ad salesmen could achieve these six goals, result was a series of five sales presentations. They gave salesmen an insight into advertising problems faced by firms in different business fields. At the same time, the sales staff received some valuable "how-we-do-it" hints for sharpening up their sales and service techniques — suggestions that they'll be able to apply while working toward their 1960 sales goals.

Creative sales efforts that are beamed at firms in the employment agency field will sell want ads and serve newspaper readers, William J. Sullivan, president, Boulevard Employment Agency, told salesmen.

Sullivan explained why successful operation of an employment agency is dependent upon the success of its classified advertisements. "Nine out of 10 job seekers who come to our agency are responding to a classified ad we've run in your newspaper. And many of the jobs that these people are seeking also are listed with us as a result of our want ads.

"During a tight labor market, such as the one Chicago is now experiencing, greater creativity in want ad salesmanship will benefit two classes of newspaper readers," Sullivan said, "readers who are seeking employees, and readers who are job-hunting."

There is only one way a want ad salesman can sell space to an employment agency today — that is by offering service and passing along ideas that can be used to bring in more prospects, Sullivan said. "The poor salesman generally will show up in our office 10 minutes before ad deadline, when he'll pick up the ads and dash out. He'll promise us new ideas, but never deliver them. He will always remain an errand boy — an order picker and nothing more."

How the Chicago market will benefit from intelligent sales efforts based on understanding of changing real estate patterns was explained by William S. Everett, vice-president, Browne & Storch, a leading Chicago real estate management firm.

For the past 15 years, apartment building owners have expected 100% occupancy in their buildings. They haven't been in the habit of advertising to fill vacancies. Management agencies also resist prolonged ad expenditures because money spent on advertising is money out of their pockets. These agencies want to keep their buildings filled, and to keep rents from rising. At the same time, real estate management firms and owners today are faced with problems resulting from changing interest rates, changing real estate values, and changing tastes of consumers.

Want ad salesmen can help solve some of these problems by studying current real estate problems, and suggesting advertising approaches that are tailored to solve each individual vacancy problem.

"We know that price advertising in real estate doesn't really get results," Everett said. "Publication of the rental price satisfies the want ad reader's curiosity, and frequently keeps

Sound, motion, color, and dimension in compact display units dramatize hottest of the new compact cars.

The first job of an effective display is to attract attention. But its most important job is to make some telling point that prompts a viewer to take action — usually to buy some product or service.

For the Ford Falcon Promotion we have built several compact display units that are proving just how effective this medium can be when imaginatively created to achieve maximum selling results.

Stereophonic sound, full color transparencies, action, and three-dimensional construction will certainly attract attention. But the selling point is the result of careful integration of these elements to get across the Falcon sales story with impact.

In these compact displays, mannequins with life-like rubberized faces have moving lips synchronized with sound coming from separate speakers. The heads turn toward each other, the audience, and the special features of the new Falcon shown in the transparencies as the mannequins animatedly run through a minute and one-half script putting across Ford's sales message.

Effective display? We think so. And the new Falcon is the hottest selling compact car on the road!

When you have a selling problem that dimensional media can help solve, why not call Bertell, Inc.? If you're out of New York, call us long distance.



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IT'S WIDE OPEN
TO BETTER CONVENTIONS
MORE STIMULATING MEETINGS

the
GOLDEN GATE
HOTEL

• **MEETING SPACE**
 Our new Convention Hall is designed to accommodate groups of 10 to 1600. Nine meetings can be held simultaneously. Fully equipped with every modern convention facility.

• **PERSONALIZED SERVICE**
 Our staff includes convention experts, public relations men, secretaries, photographers, with round-the-clock service.

• **ACCOMMODATIONS**
 Largest resort in the world! 500 luxurious rooms, all air conditioned, including hotel, motel, apartments and villas. Huge private beach, 2 pools, tennis, dancing and entertainment.

For full details and convention brochure, write
 William J. Hines, General Manager

**20 acres on the Ocean at 194th St.
 MIAMI BEACH 54, FLORIDA**



STICK-ON BADGES
FOR MEETINGS and CONVENTIONS
 Name Badges, stick on any Garment. No pins or buttons.

ONLY 5c Each
 IMPRINTED

1000 lots . . . less 6c each
 3 inch Circle, Square or Triangle. 10 day service. Send copy. Guaranteed.

FREE SAMPLES — Glad to send them
 Order from Frank D. Jackson,
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FIRM NAME GOES HERE
KEN MORRISON

DATE and PLACE MEETING

The Southwest's Greatest
CONVENTION
ACCOMMODATIONS



An entire floor of meeting rooms (one of which seats 1500); resort atmosphere with in-town convenience; superlative food in a choice of restaurants; free in-and-out parking; year around air-conditioned—all with business-budgeted European plan rates.

Great for Groups—the Southwest's most complete facilities for group meetings, conventions, etc., any time of the year.

HOTEL
Westward
Ho PHOENIX, ARIZONA

REPRESENTED BY — Glen W. Fawcett, Inc.,
 Los Angeles, San Francisco, Seattle, Portland, Dallas
 Robert F. Warner, Inc., New York,
 Chicago, Boston, Washington, D. C. and Toronto.

The Willard




Washington's most convenient meeting place . . .

with every modern facility for a conference or a convention.

Completely air-conditioned — spacious ballrooms, 11 additional meeting rooms, attractive dining facilities. Capacity 20 to 1200. Write for complete convention information.

the Willard, Washington, D. C.
"The Residence of Presidents"
 14th Street & Pennsylvania Avenue, N.W.
 Telephone: NAtional 8-4420 • Teletype WA732

The Maxwell House



Hospitality
 SOUTHERN STYLE

Convention headquarters in the heart of Dixie accommodating groups from ten to six hundred
 All air conditioned sleeping rooms and function rooms

Write for Rates and Brochure to
THE MAXWELL HOUSE
 Fourth and Church Streets Phone ALpine 5-2112
NASHVILLE, TENNESSEE

POLAND SPRING RESORT

Serving CONVENTIONS Half a Century
MAINE'S FAMOUS SPA

Easy to reach by TURNPIKE, Train or Plane
POLAND SPRING HOUSE and MANSION HOUSE
 Accommodations for up to 500
 Known for good food and fine beverages.
 Complete business and recreational facilities.
 Write for DATES and colorful literature.
 Groups Invited May Through October.



Poland Spring Hotels, Poland Spring, Maine . . . Home of **Poland Water**

You'll get a "KICK" out of our gay-ninety decor and nostalgic Handle-BAR Room



Portrait of Productive Salesman

These are the characteristics of most productive real estate salesmen as outlined at Chicago Tribune's sales meeting by John Hall, vice-president, Baird & Warner:

1. They have integrity. Buyers find they can depend upon the salesmen.
2. They have knowledge of their product. They get this knowledge by reading, studying and listening to experts.
3. They possess curiosity — and seek to satisfy it.
4. They have answers to consumer questions. And when they don't know answers, they promise to secure information and bring it back to the prospect. Then leave the door open for a second call.
5. They give good service to customers — so good that one of our top salesmen discovered that 80% of his sales today are to persons who were referred to him by previous customers.
6. They are friendly, pleasant and sincere. They possess enthusiasm and a contagious smile.
7. They look successful; they dress neatly and drive a clean car; and they always try to remember that "a green salesman is better than a blue one."
8. They never argue with customers. They learn how to say "yes, but. . ."
9. They possess a sense of humor, but keep it in good taste.
10. They are creative. They use their imaginations.
11. They speak well of their company, their products and their competitors.
12. They are well mannered — courteous to every one.
13. They treat their work as a challenge — not as a chore.
14. They make a lot of contacts, living by the slogan "to make contracts, make contacts."
15. They believe in the power of advertising

him from becoming a prospect. This is true because most renters don't know what they want or how much they can afford to pay. They won't admit what they're looking for until we show it to them.

"If you could help us show it to them through our advertising, we'd save a considerable amount of time, and could increase the efficiency of our operation."

One way want ad salesmen can help their advertising customers is through counsel which will raise standards of honesty, according to Clifford Kreuger, president, Homefinders, Inc., Chicago area real estate firm. Want ad salesmen can upgrade the level of their clients' advertising and salesmanship by helping them to "tell the truth attractively — as completely and honestly as possible."

"Salesmen must help prospects buy," Kreuger told the want ad staff.

"If a salesman doesn't help people buy, he is failing in his responsibility to prospects, who contact him because they want to buy."

► In order to help the newspaper maintain its leadership, want ad salesmen must develop better ways to help the automotive dealer sell the 80% of useful life that is left in a used car, according to Harry J. Hollywood, Chicago branch manager, Cadillac Division, General Motors Corp.

"Our new cars are manufactured by Cadillac," Hollywood explained, "but the used cars are manufactured by consumers — the original buyers who use up 10% to 20% of the car then trade it in to us."

"Every year we try to build and sell a better new car, by erasing faults of last year's model. Then, when the trade-in's show up, we have to devise ways of peddling a car that's not as



Attraction..

but no distraction

Quiet, charming 6,000-acre estate in the scenic Poconos. 3 hours from New York and Philadelphia. A perfect setting for meetings, conferences, sales outings. An outstanding opportunity to combine business with pleasant relaxation.

Check these advantages

INDOORS

Fine accommodations for 400 • 840 seat Auditorium with Stage • Completely Equipped Meeting Rooms accommodating from 10 to 300 • 3,000 Volume Reference Library • Play Room, Television, Radio and Dancing • Stenographic Services and Teletype.

OUTDOORS

27-hole championship Golf Course • 20 miles of Riding and Hiking Trails • Swimming in Olympic-size pool • Tennis Club—8 Teniko Clay Courts • Two Lawn Bowling Greens • Winter Sports—Skiing, Skating, Tobogganing.

EASY TO REACH BY CAR, TRAIN, PLANE OR BUS

**RESERVATIONS NOW
BEING MADE FOR 1960
TO 1964.**

For information write or call
Howard F. Dugan, Inc.
National Sales Representatives
230 Park Avenue, New York 17
MUrray Hill 4-0004

or
Jo Anne Burgess, Convention Secretary

•
Clifford R. Gillam, General Manager



KANSAS CITY, MO.

has the *Finest*
**Convention and
Sales Meeting Facilities**
in America!

GRAND BALLROOM ...
meeting capacity 1000 ...
air conditioned ... lift from
street for automobiles or
heavy equipment.

COLONIAL BALLROOM ...
meeting capacity 500.

IN ADDITION ... 22 private
Dining and Meeting Rooms
accommodating 20 to
200 guests.

**FIVE DISTINCTIVE
PUBLIC DINING ROOMS.**

100% AIR CONDITIONED
Less than 999 luxurious Guest
Rooms ... 150 combinations of
expandable suites, two to five
rooms ... special motor entrance
... adjacent parking for 5100 cars.

Write for Brochure



12th STREET AT BALTIMORE AND WYANDOTTE
KANSAS CITY 5, MISSOURI

Barney L. Allis, President
M. F. Landon, Sales Manager
TELETYPE KC 530

good as the ones coming off the production lines today," Hollywood said. "These cars are cold; and we need advice on how to warm them up through want ads."

To accomplish the six sales goals outlined for the Tribune's want ad sales staff in 1960, John Hall, vice-president, Baird & Warner, urged Tribune admen to become good salesmen. He reminded the staff that a salesman may work for the largest, best known, and most reliable company in its field and still not be a good salesman. In outlining the quali-

ties that make for good classified ad salesmanship, Hall reviewed the characteristics possessed by the most productive real estate salesmen on Baird & Warner's 137-man sales staff.

The sales meeting was followed by a cocktail hour and dinner, attended by more than 200 sales and service representatives of the classified advertising department. After dinner entertainment consisted of a "Mis-Classified" contest to select the "queen of the department" from among salesmen who dressed in female garb and displayed their talents. ♦

How to Explain Ad Program

Book on creative advertising has chapter on how to present ad plans to salesmen. Suggests that instead of charts and reader-ship figures, you talk shop; explain concept and the "whys".

Many sales executives are on the wrong track when they try to explain advertising to their salesmen.

In his small but challenging book, "Management and Creative Advertising," John Belknap explains why salesmen don't understand or appreciate most ad presentations at meetings and how the subject should be handled.

Belknap, a Canadian with 25 years of creative writing and art experience, says that salesmen don't understand and shouldn't have anything to do with ad creation. "First of all, salesmen are not trained advertising men. Secondly, by temperament, they work for the morrow ... and don't worry too much about the day after tomorrow."

You can learn a great deal from your salesmen to help sharpen your ad efforts, Belknap says, "and at the same time we can explain a good deal to them that makes them do a better job of selling their own advertising."

He believes most advertisers talk down to their salesmen at meetings. "Instead of simply presenting the advertising with charts, coverage, market figures and astronomical readers per copy," he suggests you talk advertising shop. He cites an example of how this works at a meeting:

"We began with brand image ... what it was, what we were trying to achieve and why. From there we were able to explain why the ads and pack-

ages looked the way they did. We then explained why they would have some bad dealer reactions: old-line dealers would complain that packages didn't look the way they used to, or they'd argue that ours didn't conform to patterns set by competitors."

Next step, Belknap points out, is to explain why they didn't want packages to look like competitors' packages and that salesmen could assume that dealers didn't know anything about the subject. "This is a strong statement but basically true. The average dealer cannot judge a package except in relation to something he's seen. He's not in the packaging business, he's not a trained designer, and he may possibly have a lopsided idea of the aims of your company or the character you are trying to build."

While a dealer's opinion is good to have when you develop advertising and packaging, he can't be expected to know too much about the subject, says Belknap.

"Once this concept is explained to the salesman he will take the dealer's criticisms on advertising and packaging in full stride. He is no longer upset, because he knows what's going on. And in most cases he can and will explain the matter to the dealers, thus winning more respect for himself."

"Management and Creative Advertising" is distributed by Taplinger Publishing Co., Inc., New York City, \$2. ♦

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Only 2 hours from New York, in the beautiful Catskill Mountains, you'll find a blending of natural beauty and man-made ingenuity . . . 1000 acres of fabulous resort estate, providing America's most versatile setting for every type of Convention, Sales Meeting, Training Seminar and Incentive-Plan Holiday. In this pleasant country atmosphere you'll enjoy every modern facility for the smooth functioning of your convention; all the advantages of a captive audience, plus an unequalled array of Sports, Social and Entertainment features.

The magnificent Indoor Pool and Health Club is the largest in the resort world!

There's the Championship 18-Hole Golf Course; Tennis on all-weather courts; Private Riding Academy and Bridle Trails; Grossinger Lake for Swimming, Boating, Fishing; Hunting in season; Outdoor Artificial Skating Rink open 7 months of the year; Skiing and Tobogganing in Winter; always Top-drawer Entertainment and Dancing nightly to 2 fine Orchestras.

The gracious Dining Room seats 1400 guests, to enjoy Grossinger's famed cuisine

There are 25 Meeting Rooms, to seat from 10 to 1600 people . . . complete with latest ALTEC P. A. equipment, Movie and Slide Projectors and Large Screens, Tape Recording Facilities, etc. Convention Hall seating 1600 has 40' x 20' x 4' Permanent Stage.

Conveniently reached from all directions over 6-lane super highways . . . and by private plane to JENNIE GROSSINGER AIRPORT.

A total of 25,000 square feet of Exhibit Space . . . 12,500 on this one floor!

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HAS EVERYTHING

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ALL THE YEAR 'ROUND!

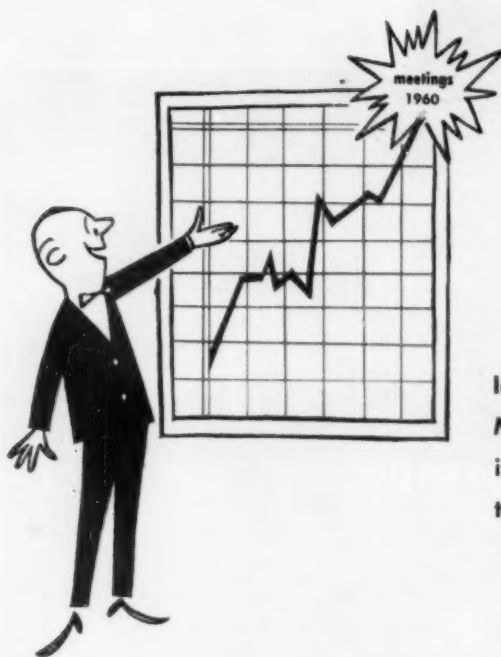
ALL SPORTS at ALL SEASONS

GROSSINGER, N. Y.

ON GROSSINGER LAKE

MARCH 18, 1960

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This Business of Business Meetings Is Big—Mighty Big!

Industry spends more on meetings than you might guess. Maybe it's about time more thought and planning went into meeting media selection and use. Better communications is a "must" as our economy grows more complex.

By NATHAN L. HALPERN
President, Theatre Network Television, Inc.

There are all kinds of business meetings. But the business of business meetings is concerned with meetings other than routine. Perhaps *Fortune* magazine's description of this kind of a business meeting might help focus the subject: "... the staging of a ... show to a captive group by a combination of audio-visual techniques and personalized commentary, the purpose being to sell an idea, a product or a service. ..."

Last year, it has been estimated that more than \$4 billion were spent on meetings in the United States. Four billion dollars! That's more than three times the amount spent on all television advertising annually.

Best available figures show that there were some 89,000 company meetings and about 10,000 association meetings held last year. No one can even guess how many routine conferences were held on company premises. Growth charts on business meetings climb higher and higher. In the last half-dozen years, expenditures for business meetings in this country have risen 100%. They are now nearly 40% as high as the total spent for advertising in all media, and their rate of growth is faster than advertising. They may well continue to soar to the point where business meetings are among the most dominant items in company marketing budgets.

Now, as I see it, there are important reasons for this overwhelming growth of business meetings. Our modern

This article was prepared as a speech for Adcraft Club of Detroit, Feb. 26, 1960.

society is characterized by large corporations, and larger they grow and merge, bigger is the problem to communicate needed information to all parts of the enterprise. This, of course, means more meetings.

Add to this large corporation growth enormous outpouring of goods and services into our national marketing channels. This emphasis on marketing has led to a parallel increase in the complexity of communications. And so, there are more and more meetings!

Out of the intensified need for better communication to the minds of men in business has emerged a new industry—the business-meeting business. This new industry includes, among others, specialists in speech-writing, staging, motion picture and slide-film production, sound recording, stage and meeting room decoration, exhibit building, convention planning and—as in the case of our company—closed-circuit television.

Considering its importance to business and industry, I believe the time has come to recognize business meetings as separate communications—and I suggest that they might well be called the "meeting media." They are

important media in their own right for reaching private groups, and should no longer be lumped with other media primarily designed to reach the public. "Meeting media" have a whole private world of wonderful communications techniques for modern business. Surely, services and facilities on which \$4 billion or more are spent annually deserve a separate and special place in the business world.

Effects of meeting media on American business already are far-reaching. For example, let's take the basic area of speech-making. Although this is the age of data processing machines—nobody has invented a speech processing machine—not yet, that is. Not that there haven't been efforts in that direction! There are ghost writing agencies which grind out hundreds of orations a year at prices up to \$1,000 a copy. And a company publishes booklets of canned speeches moderately priced at \$4 to \$20, tailors speeches at higher prices, and claims 100,000 contented customers.

The talk itself is only part of the focus today on an improved art of communicating. Gamut of audio-visual devices—recorders, prompters, flannel boards, blackboards, written handouts, flip charts, slides, filmstrips, special lighting—all this has become a part of modern speech-making.

The speech often is vitalized not only by mechanical devices, but by showmanship techniques. All these



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a friendly Manpower, Inc. branch
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one bill for total hours worked.

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vention and Trade Show
Exhibitors"

Write on your letterhead or
call any Manpower, Inc. Office
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| Albuquerque | AL 6-9801 | Fresno | AD 3-7317 | Oklahoma City | CE 2-1171 | Tampa | 8-0408 |
| Allentown | HE 5-8071 | Gary | TU 3-6417 | Omaha | WE 4403 | Toledo | CH 8-4648 |
| Atlanta | MU 6-1538 | Grand Rapids | GL 9-9454 | Orlando | CH 1-1684 | Trenton | LY 9-2543 |
| Austin, Tex. | GR 2-7227 | Green Bay, Wis. | HE 7-0801 | Paterson | AR 8-4500 | Tucson | EA 6-2461 |
| Bakersfield, Calif. | FA 4-9408 | Greensboro, N. C. | BR 5-6316 | Perth Amboy, N. J. | HI 2-6962 | Tyler, Tex. | LY 2-0883 |
| Baltimore | MU 5-0897 | Hackensack | DI 2-6962 | Philadelphia | KI 5-3850 | Vancouver, Wash. | ZE 9749 |
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| Birmingham | FA 2-7607 | Houston | FA 3-9157 | Portland | CA 6-2719 | Waterbury | PL 6-8303 |
| Boston | KE 6-8011 | Indianapolis | ME 2-9427 | Providence | DE 1-4185 | Waterloo, Iowa | AD 4-0349 |
| Bridgeport, Conn. | FO 7-8457 | Jackson, Miss. | FL 2-8379 | Queens | RA 9-1960 | Wausau, Wis. | 2-2226 |
| Brooklyn | MO 5-1337 | Jacksonville | EL 5-1604 | Racine, Wis. | ME 7-1263 | White Plains | WH 6-0233 |
| Buffalo | MA 5-6450 | Jersey City | SW 5-3636 | Richmond | MI 9-0313 | Wichita | HO 4-2314 |
| Canton, O. | MA 7-538 | Kansas City | VI 2-2721 | Rochester | BA 5-5340 | Wilmington | OL 5-6196 |
| Cedar Rapids, Ia. | GL 6-7284 | Levittown, Pa. | WI 6-5308 | Rockford | WO 8-7521 | Worcester, Mass. | PL 7-8363 |
| Charleston, S. C. | EM 5-5203 | Lexington, Ky. | 7-5924 | Sacramento | HI 6-7681 | Youngstown | RI 4-4159 |
| Charlotte | RA 2-6591 | Little Rock | FR 6-1301 | Saginaw, Mich. | PL 4-6506 | Edmonton, Canada | GA 4-4166 |
| Chattanooga | ED 3-9611 | Los Angeles | MA 3-1855 | St. Louis | CA 1-5766 | Hamilton, Canada | JA 7-1534 |
| Chicago | AM 5-1483 | Sherman Oaks, Calif. | ST 9-0381 | St. Paul | CA 4-0710 | Montreal, Canada | VI 4-1078 |
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| Cleveland | MA 1-7250 | Lynn, Mass. | EN 5556 | Salt Lake City | EM 4-6561 | Vancouver, Canada | MU 2-1858 |
| Columbus | TO 1-5450 | Madison | AL 7-1057 | San Antonio | CA 4-9251 | Winnipeg, Canada | WH 3-4457 |
| Corpus Christi | CA 4-4297 | Memphis | JA 5-7551 | San Bernardino / | TU 8-3461 | Brussels, Belgium | 47.16.63 |
| Dallas | TU 2-9251 | Miami, Fla. | FR 3-7618 | Riverside | BE 4-7347 | London, England | REG 6121 |
| Davenport | RI 1-1091 | Minneapolis | BR 2-8500 | San Diego | EX 2-4658 | Paris, France | MACmahon 19.78 |
| Dayton | 6-5301 | Morrisstown, N. J. | FE 8-0010 | San Francisco | CY 7-0500 | Frankfurt a / Main, Ger. | 77.60.26 |
| Decatur, Ill. | BA 4-7663 | Nashville | AL 4-8372 | San Jose | FR 4-7796 | Milan, Italy | 70.68.02 |
| Denver | KE 4-7285 | Newark | MA 4-4235 | Schenectady | MU 2-8100 | Rome, Italy | 35.36.47 |
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| Erie, Pa. | GL 6-2995 | Niagara Falls | BU 4-0457 | Springfield, Mass. | ST 8-0335 | Stockholm, Sweden | 60.33.65 |
| Evanston, Ill. | UN 9-9790 | Norfolk | MA 7-3661 | Springfield, Ohio | FA 4-4422 | | |

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rolled into one become something called "The Presentation," which may very well be "the dominant form of business communication."

Speech aids, of course, depend finally on the speaker himself for effect. Recognizing this, many companies now are conducting courses in effective presentation. We know that business executives cannot all be silver-tongued orators. But we have noted in closed-circuit experience that every management executive has personality characteristics which, properly projected, can make him effective in communicating his message.

Art of coaching is to guide him in presenting his message in his manner. Problem is to get him in the frame of mind to be himself—and project his personality.

Another meeting medium which has made a sizable contribution to the art of business communication is the motion picture. It is estimated that last year, there were more than 5,000 business-sponsored films produced. When the resources of the motion picture are used imaginatively, the impact can be great.

Among major meeting media is also the traveling show. This can be

small or large, and carries the excitement of personal appearance. It may be management traveling or, increasingly, there have been calls on talented and experienced show-wise people.

It is estimated that the auto industry alone spent \$6 million on stage productions in a single recent year to introduce new models. Exciting though it is, it grows more and more difficult to top the previous year's show.

Newest major meeting medium for business is closed-circuit television. First large-screen closed-circuit business telecast took place in December, 1952. Closed-circuit television spent early frustrating years perfecting its facilities and program techniques. But once it had its chance to relieve executives of weary travel schedules while keeping salesmen selling in the field, the medium proved that it could sell—it could stimulate the men who sell—it could reach everyone important with impact at one time—and—it could lower the cost of reaching these important people to as little as \$5 per person.

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rooming in the atomic age. (And if I need explain our company's explosive trade initials — it's that even the force of atomic power is measured in megatons of TNT.)

Just a few weeks ago, our company conducted a cross-country closed-circuit, in which we traveled electronically from city to city 51 times in one hour, a fantastic ability for people at meetings throughout this great land to communicate with one another, as well as with the President of the United States who was part of the program.

Automotive industry has been a prime mover in closed-circuit television. In the past several years, there have been 27 closed-circuit network telecasts for auto companies. Only a few days ago, there was another successful telecast to Pontiac dealers across the country. Pontiac has scheduled regularly for the past two years simultaneous sales stimulation meetings by closed-circuit in the fall, a few days before public introduction of the new model, and in mid-winter. Obviously, closed-circuit is no longer a novelty in this area — it's an established, proven meeting medium.

In the recent period of spectacular growth enjoyed by meeting media,

there has been neither time nor inclination to organize the business meeting industry. I believe that the time may have come to take a good look at it.

Because there are all kinds of meetings being held, with widely varying requirements, all kinds of suppliers have sprung up, with nearly every imaginable specialty. These range all the way from the lone-wolf producer who works out of his attache case to the larger organizations which have made considerable investment in personnel and equipment. There are no giant corporations in the business,

except those servicing themselves. There are probably more free spirits in this industry than any other, true, each in his fashion, to the free enterprise system.

Into this area of marketing communications, many advertising agencies are finding natural paths. To help meet multiple marketing problems, service functions of many advertising agencies have expanded in scope to incorporate major communications — advertising, merchandising, sales communications and public relations. Chances are ad agencies will accelerate their development of meeting



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media services to supplement and expand their major role in marketing.

Now, one of the important things to accomplish among meeting media themselves is to raise their professional standards. While there are many, many capable suppliers in the field, there are also some whose business practices and conduct are harmful. Let's call them "meeting merchants," if you will.

There are, of course, solid suppliers, "meeting experts"—who bring creative and original thinking to business communications. They are the professionals of the business meeting business, and set the high standards of quality for their media. Further and deeper professionalization of meeting media should be encouraged.

But this isn't a one way street by any means. I think a greater realization is needed, too, on part of industry itself. It must consider meeting media just as thoroughly and carefully as it considers print media, broadcast media, and other consumer media. It is as important for industry to select proper meeting media as it is to select proper advertising media.

Business meetings these days are important business events and demand the serious attention of seasoned management and counsel and assistance of skilled specialists.

One very real need in industry today is bold and imaginative speeding and improving of business communications. To accomplish this, industrial companies must accept leadership in using new techniques, not being merely content to let others lead the way.

For example, IBM demonstrated leadership when it used closed-circuit TV to introduce its new data processing machines to all of its industrial customers at one time—55,000 customer representatives in 101 cities. It was a bold venture in modern communications, and it paid off.

Credit goes to Ford for its imagination in the first nationwide electronic press conference introduction of the Falcon several months ago. And to General Motors—for its public relations vision in televising its Technical Center dedication—as it happened—to leading educators, civic officials and company executives in GM plant cities across this country and into Canada. These remarkable ventures into new forms of business communications are important to all business and industry.

Perhaps there are historical parallels to help us understand this. First application of a new communications system has been invariably for public use. Inevitably, it is later adapted to business purposes—sometimes long

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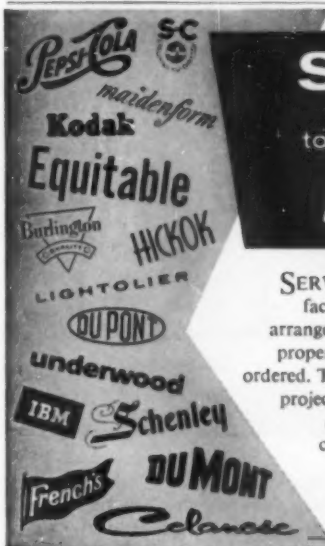
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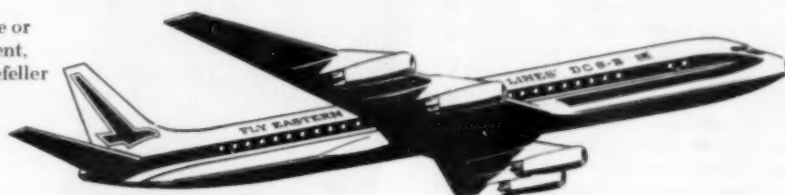
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after it should have been. The telephone, for example, was developed and marveled at by the public before the turn of the century. But it was years before businessmen generally got over the notion that it would give them no privacy, was unreliable and might break down at a crucial moment.

New aids to communication are being introduced all the time—but there are still businessmen who consider them new-fangled and experimental.

This is not to say that every business should be using new aids merely because they are new. Where the communications technique solves the business problem best, it ought to be used, whether it is new or old. But sticking with the same old way—just because that's what's been done before—is not good business any more. In fact, it's costly to business in the long run.

I recommend too, while on the subject, that industry become increasingly aware that it charts the path which meeting media travel. It is important for companies to recognize and appreciate professional service and to accept nothing less. Cheap buys may lead to cheapening meeting services.

Many companies are neglecting their business communications. They do not yet recognize the importance of the business meeting or meeting media. It is not unusual to find no definite and regular slot within companies for selecting media and suppliers for meetings. And yet, the day is not far off, I venture, when every major company will have the equivalent of a business communications department, trained to select meeting media and choose the best suppliers.

More effective organization is needed in many companies to cope with their business communications. I'm sure that many of you have felt this need. And perhaps a realistic review of real expenditures on meeting media would cause more companies to reappraise their entire approach to this problem, and lead to better business communications. Creative approach to business meetings should be constantly encouraged, no less than for advertising or promotion or manufacturing.

If more careful attention is given to the business of business meetings by both user and supplier, modern business communications will show a marked increase in effectiveness. And meeting media will attain stature where they will be making an even more significant contribution to continue growth of American business and industry. ♦



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Cook Up First Permanent Gas Show

Gas Appliance Center created in Dallas Trade Mart Building. Three separate exhibit areas are set aside for industry exhibit, small manufacturers and large firms. Exhibits aimed at dealers, builders, interior decorators, home economists.

Gas Industries Exhibitors, Inc., helps add "fuel" to nation-wide competition between gas and electric promoters through new exhibit center. The Texas outfit opened the first permanent gas exhibit center in the country, right after New Years.

Company leases more than 20,000 sq. ft. of space in Dallas Trade Mart Building for a Gas Appliance Center. In turn, G.I.E. sub-leases exhibit space to gas appliance manufacturers. Space may be leased anywhere from one to five years.

Income from leases is expected to cover operation costs. Development Director David J. Kerr says, "We expect to have between 40 and 50

leading manufacturers of gas appliances represented in the Gas Appliance Center. Center provides a staff and promotional program to stimulate attendance at no additional expense to exhibitors."

Center has a full-time manager and hostess to assist in displays, escort visitors and manage daily operations. Staff also participates in year-around promotion of the Center.

Gas Appliance Center has three main components: an industry display area, a general exhibit section for small manufacturers, and individual showrooms for larger manufacturers.

About 2,000 sq. ft. is devoted to the industry display area in which a

permanent exhibit is built. Space houses such displays as an all-gas kitchen and laundry area, heating and air-conditioning equipment. Exhibit also explains natural gas production, transmission, distribution, research and sales promotion. Permanent portion of Center is not rented to exhibitors, but retained by G.I.E.

Control of the industry display area is in the hands of a coordinating committee. Appliances and equipment used in area (other than display models) are limited to brands of manufacturers who lease space in the Center. Appliances and equipment loans (free-of-charge) are rotated so exhibit items are presented on a fair

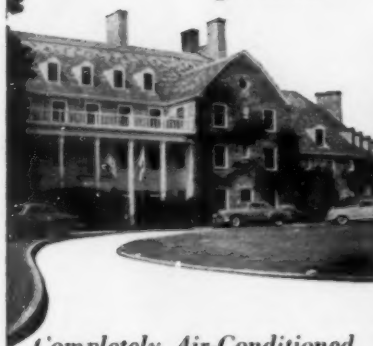


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and impartial basis.

A 1,500 sq. ft. general exhibit area is set off for smaller manufacturers. In this room, exhibitors may lease as little as 50 sq. ft. which enables companies with tight budgets to maintain booths in the Center. Visitors may roam from exhibit to exhibit, which gives them a quickie composite of what is available in gas appliances and equipment.

Private showrooms are set aside for larger manufacturers of gas appliances. Space has already been let to manufacturers of lines such as Caloric, Norge, Tappan and Roper. To sepa-

rate these exhibitors are solid partitions so as to give each tenant an exclusive presentation.

Cost of private showrooms is \$4.25 per sq. ft. annually, provided 1,000 sq. ft. or more are leased. Showrooms of less than a 1,000 sq. ft. are rented at \$4.50 a sq. ft. Rental cost in the general exhibit area is \$9.75 per sq. ft. Higher rate is necessary because Center must provide additional aisles in the smaller manufacturers' section.

Tenant is charged only for usable exhibit space and not for corridors and malls. These rates provide for solid partitions between showrooms, glass fronts with five ft. sliding doors, ducts for lighting fixtures, hallway lighting, cooling and heating, gas supply and janitorial service. Electricity (other than for air conditioning) is billed separately to each tenant. Tenant pays cost of interior decoration, floor covering, painting and light fixtures. "Experience shows tenant's cost runs between \$1 and \$1.50 a sq. ft.," reports Kerr.

► Purpose of Center, as Kerr explains, "is to appeal to several key buying groups of primary interest to the gas industry and to manufacturers of gas appliances and equipment. Main target is the dealer, whether he be an owner of a small appliance store, appliance manager in a large department store, or buyer for a multi-purpose outlets concerned with furniture, lamp shades, toys and kitchen appliances."

"Dealer wants proof that the gas industry is forward looking, and that appliances will sell tomorrow. He wants to be assured customers will buy before he invests in inventory and advertising."

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"There is an urgent need for the gas industry to display its wares in an effective fashion to those who have the strongest influence on the buying habits of the public — namely dealers, builders, kitchen specialists, the press, architects, developers and related professional groups."

Development Director David Kerr cites another target to which the Center is directed. He adds, "Alongside the dealer is the builder. Builders are the key to future growth of the gas industry. In communities, builders offer package deals either in gas or electric. Center is designed to help swing his thinking to gas."

Dallas Trade Mart opened its doors originally early in 1959 with 600,000 sq. ft. of exhibit space. It is open to buyers, dealers, builders and other professionals, and not to the general public. Purpose of building is to present a showcase to help increase volume sales.

Located on the new 14-lane Stemmons Freeway, five minutes from downtown Dallas, Trade Mart Building is part of a group of buildings erected to bid for a large share of the Southwest's purchasing dollar. Trade area consists of the Dallas Homefurnishings Mart, with 424,000 sq. ft. fully occupied. Nearby is the Decorative Center, open to decorators, furniture and department store buyers. Under construction is a 300-unit motel. Future plans call for a large trade arena for temporary exhibitors, conventions and sales meetings; plus a building for the apparel field and a Builders Supply Mart.

Nearly a third of Dallas Trade Mart Building is devoted to a sunlit courtyard, with fountains, gardens, pool and French style sidewalk restaurant. Escalators transport visitors up and down the four-story structure.

Recently, Trade Mart has been expanded to nearly one million sq. ft. Prior to expansion, building contained 160 showrooms which range from 500 to 3,000 sq. ft.

Trade Mart as a showcase for the gas industry was first conceived in mid-summer 1959. Idea was presented to a limited number of manufacturers, gas association and utilities executives to test Center's feasibility. At American Gas Association's convention (October) in Chicago, publicity was released on the project and formal discussions held with 25 manufacturers.

With a good response to the Center, steps were taken in mid-October by a group of Dallas businessmen to organize a private company to be known as Gas Industry Exhibitors, Inc., now operators of Gas Appliance Center. ♦

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Trade Shows, Exhibits, Sales Meetings or Conventions

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take over every
desired phase of
arranging your
coming exhibition



BUCK FREEMAN



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from preliminary plans
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- A skillfully trained, convention-minded staff assures a most successful meeting to groups up to 300.

Season November to May

John H. Quarty, President, Co-owner

Do-ALL Powwow Each Week for Fourth of "Braves"

So as not to interrupt business in the field, Do-ALL repeats sessions for sales and service engineers. All work — no play until last day.

"INDIAN" princesses, two attractive Do-ALL employees, invite "braves" to demonstration of new equipment.



Beat of Indian tom-toms was heard again in Des Plaines, Ill., recently as 300 "braves" from The DoAll Company's individually-incorporated sales-service stores gathered for a sales powwow. It covered four weeks and was held in three major "camps" separated by 400 miles.

Built around an Indian theme—Mohawk, Apache, Blackhawk and Navajo "tribes" were represented—the sales council was unique in that there

was no interruption of business in the field throughout the powwow period. One-fourth of sales and service engineers from DoALL's 38 stores convened each week. Same program was repeated each week.

To set the stage for the council, billed as "a work session of individual accomplishment," Leighton A. Wilkie, DoALL's board chairman, gave the keynote address. Wilkie said in part:

"Today is the age of what is called

the 'hard sell.' Factories under pressure of the profit squeeze are keenly alert to costs. Today everyone has intense competition. The sales force must get out and really work for orders, for today the buying is based upon shrewd, hard calculation of needs that are really wants.

"These are some of the reasons it is necessary under today's conditions to have the sales force come under the same kind of scrutiny and exact-



"BUFFALO" hunt is part of half-day recreation to bring sales council to a close. Thunderbird Reservation, developed for Do-ALL employees and customers, is site of company's sales council.



"CIRCULAR HISTORY BOOK" exhibit stands behind Do-All Board Chairman Leighton A. Wilkie as he delivers keynote

address to one session of company's sales council. Three-story-tall exhibit traces man's progress through inventions.

ing control that every factory employs in the regulation of the time and efforts of engineers and production men.

► "DoALL brings the key people from each store here because today is the day when selling is the result of a team working together. Selling today cannot be delegated into the hands of a star salesman or an individual spellbinder as so much selling was done in years past. Today it is a merchandising team of specialists in the central office and factory working

with field personnel that does the selling."

Men in the field who represent DoALL, distributor of machine tools, cutting tools and precision measuring instruments, found their work cut out for them when they arrived in Des Plaines.

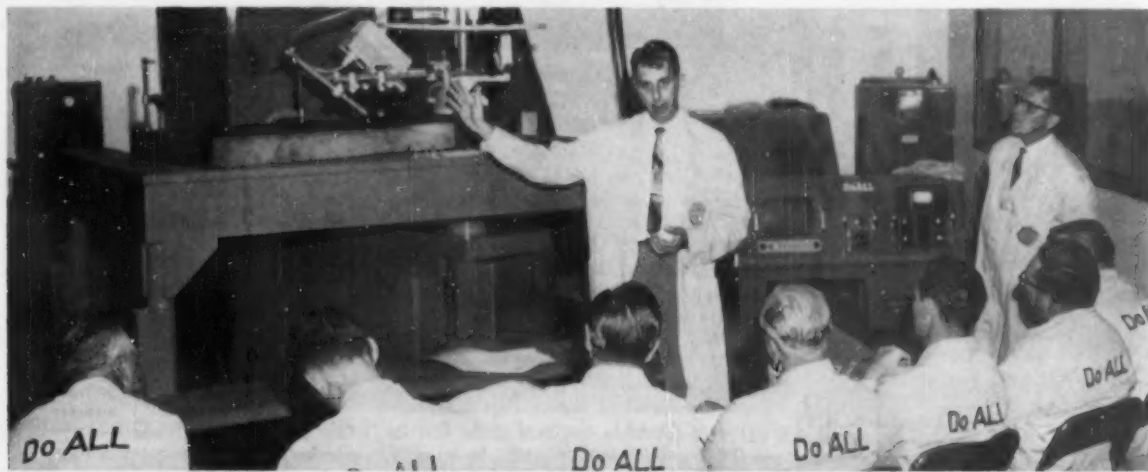
Divided into "tribes" of 75 each week, the braves packed into five days an intensive training course virtually void of gay atmosphere.

Into these five days were crammed 52 hours of work, including 15-minute talks by 33 company experts in the

fields of sawing, grinding, polishing, cutting and scientific measurement. Most time was spent in demonstration booths set up in Hall of Progress in the administration building, alongside a unique museum created by DoALL to delineate the Industrial Revolution.

Each "brave" was required to operate and become familiar with new DoALL machines—a technique designed to put to practice what they learned from the experts.

On the fourth day of each week, braves were flown by chartered plane to the Minnesota manufacturing corpo-



WORKSHOP SESSION is one of more than a score of instruction periods set up to show "braves" how new equipment operates.

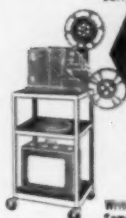


for PRESENTATIONS

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Here's the adaptable easel—29" x 39½" steel board, finished in "rite-on" green—may be used as chalk board, chart board or magnet board; converts from 70" floor use to table model. Completely portable—weighs 17 lbs. Only \$44.95

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good meeting rooms

**Sheraton-
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with over 800 rooms available
for conventions. Write
the Sheraton or the Providence
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WRITTEN EXAMINATION is given to "braves" at the end of company sales council. Do-ALL requires each tribesmen to make passing score in tests.



"BRAVES" with highest score on test become chief of their "tribes".

ration of the DoALL organization. There, at Continental Machines, Inc., in the Minneapolis suburb of Savage, they inspected one of the most modern machine tool plants in America and were introduced to still more new band machines and modified versions of existing equipment.

They also learned how the company uses assembly line techniques that resemble those of automobile manufacturers. DoALL was said to be first in the machine tool industry to employ such mass production methods. Sales advantages of this "first" were emphasized

so salesmen can show customers how they get "consistent, high-quality machine tools at low cost."

Hewing to the council's purpose that it was "a work session of individual accomplishment," each brave—on fifth day—took a written examination on what he had learned during the week. A passing grade was required. (All passed.)

Prizes were awarded to braves who scored highest in each examination during the four-week powwow. First prize each week was \$100; second, \$50; third, \$25.



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Manager

CABANA, YACHT AND COUNTRY CLUB



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Color prints and color transparencies effectively get across ideas of all sorts. Here, scenes in color showed that a telephone call is an emotional experience. That's because CCA Display Transparencies are next best to real life itself.

Roy Bertell, using clean uncluttered design, proves the feasibility of bringing outdoor situations to a large indoor audience for AT&T's Annual Stockholders' Meeting.

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It's easy to reach . . . Only 2½ hours drive from Chicago
... 4 from Detroit!

We welcome meetings in May and June, and September through October 15

WRITE SLEEPY HOLLOW BEACH, SOUTH HAVEN, MICHIGAN (PHONE: 1440)
OR CALL CHICAGO OFFICE: 75 EAST WACKER DRIVE (PHONE: CEntral 6-8063)

Work sessions concluded at noon of fifth day. Braves then were transported by bus to Thunderbird Recreation Area, developed in Wisconsin by the company for use by employees and customers.

Fishing, canoeing, a buffalo "hunt" with bow and arrow and a variety of other activities were held. An outdoor steak fry and crowning of Chief Thunderbird, top prize winner in the examination, climaxed the day's events.

A further highlight of the sales council was award of \$1,000 in prizes to braves who had participated in a "Tips for Sawing Specialists" contest—a six-month home study course in the fundamentals of band machining that preceded the sales council. A total of 25 lessons had been sent to the men's home for study over week-ends.

Nearly \$2,500 in prize money also was distributed to winners of still another contest. This was a three-month sales quota "scalping" contest that further primed men to keep alert to sales techniques and procedures to nail down orders.

As the fourth and concluding council sessions ended, L. R. Rothenberger, sales manager, summed up results as follows:

"We believe it has made each member of our sales-service organization the best informed man in the field of industrial distribution. The council was an important step toward meeting expanding opportunities for industrial acceptance of our goods and services created by industry's unprecedented production requirements.

"Our sales-service personnel were introduced to new products created by research and development, and improvements from engineering and production and merchandising programs in which they play the leading role.

"Comments of field men on customer reactions were of particular value to management because they presented to executives new ideas which can be transmitted to research and design teams for improvement and modification of band machines.

"Questions posed during the council by these men provided material for organizing a planned sales follow-up program for 1960—'ammunition' that otherwise might have been hard to come by.

"As a result, we have developed a new project in which each sales manager in the 38 stores will be able to present hard-hitting sales programs this year. Each program has been designed to keep the manager's staff on top of new ideas, developments and products so all sales-service personnel can better serve our customers." ♦



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And best of all, it's on tropical Galveston Island, facing the beach and flanked by the Southwest's finest beach resort hotels — the Galvez and Villa and the Buccaneer. Everything necessary for a successful convention — that's fun besides. Write today, Sales Department, P. O. Box 59, Galveston Island, Texas, for detailed brochure and open dates.



Moody Convention Center

At the heart of Galveston's beach, immediately next to the Buccaneer and Galvez hotels.

50 minutes by limousine from Houston airport.



FULL-SCALE GET-TOGETHER permits soft drink people to explain business to new bosses, Krim-Ko Corp., and act as voice of the subsidiary's bottlers.

How to Learn from Staff Of New Subsidiary

Krim-Ko Corp. treated old-line salesmen of new subsidiary as partners when it planned its first sales meeting. Sixteen-page topic guide was sent to men in advance for their comments.

By FRED DRUCKER

Vice-President and Director of Marketing, Krim-Ko Corp.

Sales meetings can be diplomatic missions. Good relations in business are much the same as befriending your neighbor at home — treat him with respect.

That is the manner in which Krim-Ko Corp., Chicago, approached its recent joint sales meeting with our newly acquired subsidiary, Bireley's, Inc., Hollywood, Calif.

General sales meeting was our first full scale get-together between the two organizations. Bireley's field sales staff and technical representatives met with its new management in Chicago's Knickerbocker Hotel, last Fall. Those present were heads of the quality control laboratory, various depart-

ments, and personnel of both advertising and public relations agencies.

Our approach to the meeting, as well as to business in general, was based on mutual interest of the type generally found in partnerships. We mailed a 16-page topic guide for perusal to Bireley's staff in advance of our meeting to prepare for sessions. A host of subjects were covered.

We gave Bireley's staff an opportunity in this topic guide to be a voice of the bottlers as well as an opportunity to express their own views. This was done so Bireley's men would come to the meeting with a sense of loyalty to their customers should they have any serious reserva-

tions about their new management.

It was our aim to give them carte blanche to express themselves. By our interest to learn from these men (professionals who have been in the field a good number of years) we hoped that we would create an air of mutual interest and quickly develop allegiance towards us.

Informality was keynote of joint meeting. Bireley men were encouraged to interject thoughts pertinent to the subject without waiting for speaker to finish. By not holding back comments we probably get a higher percentage of constructive ideas than if Krim-Ko had conducted a stiffly organized program.

First half hour of the two-day meeting, Hunt Hamill, Bireley's vice-president and general manager, and myself set the informal note on which meeting was held.

Saturday afternoon was spent on the topic guide mailed prior to the joint meeting. Space was left for comments by Bireley men before arrival so meeting would continue smoothly. Although we went over each point in the meeting, we wanted to have comments written down on paper so Krim-Ko could later formulate plans and policies for 1960.

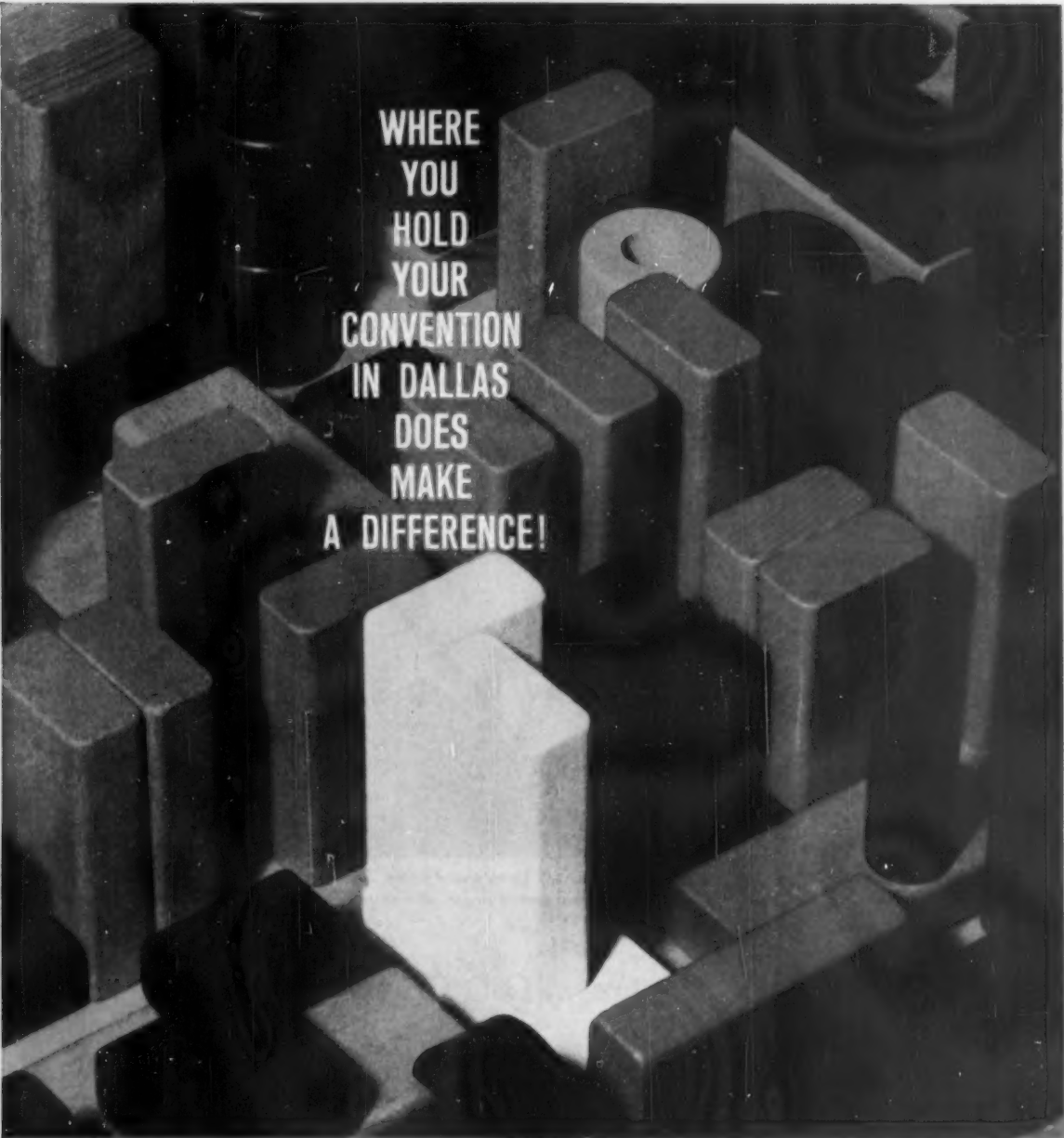
Bireley men were questioned on beverage flavors. We asked if present line was adequate, or if it should be expanded or diminished. What were the biggest sellers? Which flavor drink was outstanding in quality? Which was the poorest?

Seminars provided Krim-Ko with an educational guide on paper of the beverage industry, from professionals.

Reference to Krim-Ko was kept to a minimum except in instances where it was unavoidable. Successful promotions conducted by Krim-Ko were shown to indicate the aggressive nature of the new parent company. We were careful to avoid comparisons with General Foods, Bireley's former owners. In this manner, we focused complete attention on the new team.

Two-day meeting was broken down into a series of reports by sales heads of departments and seminars wherein each district manager could discuss his opinions. By eliminating a hard and fast schedule, men were permitted to make their points on the general topics as they saw fit. Only time men were asked to hold comments was when it pertained to material to be covered at a later point.

Advertising program was outlined for the men. Development of our 1960 theme, "Have a Ball With Bireley's," was accepted as a well-organized program which they could readily merchandise to Bireley bottlers.



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YOUR
CONVENTION
IN DALLAS
DOES
MAKE
A DIFFERENCE!

Many hotels offer pleasant guest rooms and comfortable meeting space but few can match the personal attention the Baker hotel gives their guests. This seemingly unimportant quality can't be pretended — it has to be real or it doesn't exist. At the Baker, guests are accorded the warmth and courtesy you extend to friends in your own home. This tradition has been a vital factor in the innumerable successful conventions held at the Baker. The best meetings are composed of happy delegates — which is a Baker specialty. For complete information contact the Convention Manager of the

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MARCH 18, 1960

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National and regional associations and companies find Ponte Vedra "tops" for meetings from September through February and from May 1st to June 15th. Write for details. Address Luther N. Grimes, Gen. Mgr., Ponte Vedra Club, Ponte Vedra Beach, Fla.
Call ATwater 5-2121.



Florida's Foremost
Four Season Resort

We explained Krim-Ko did not intend to hand down edicts, but rather each bottling firm would be recognized as an entity. We emphasized one may have problems common to all, but just as often, it is expected one will require individual attention from the

parent company.

Most important achievement was our winning approval and confidence of district managers. Managers in turn conveyed their new enthusiasm to local Bireley bottlers in their area.



PORTRAIT DRAWS people and sales. Schering Corp. offers "oil" for those who purchase assortment of drugs, at a recent veterinary convention in Philadelphia.

Picture in Oil "Greases" Way

Portraits work as draw for exhibit booth registration. Worked as incentive at open house to stimulate orders. Portraits painted from small photograph. Use seems to be growing steadily.

You may have heard the remark, "People never tire of seeing pictures of themselves." Gentry Galleries, Ltd., in New York City, would tend to agree based on the growing number of companies that use portraits to prompt action.

Portraits are used as "come-ons," sales incentives, door prizes, and service awards by such companies as Scott Paper, Schering Drug, Airken, Glamur Products, Schenley and Philco.

At the National Housewares Show,

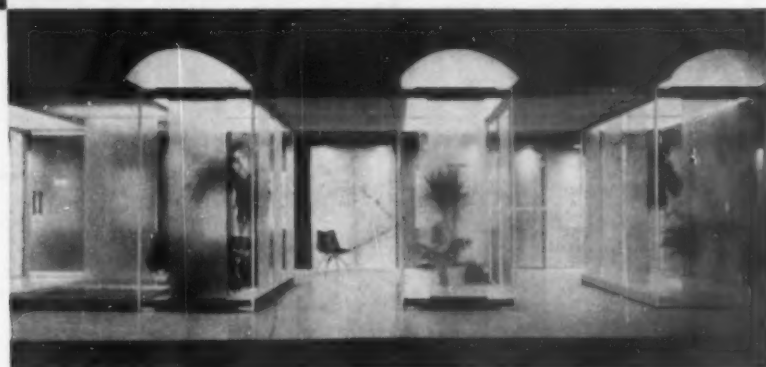
Atlantic City, last July, Glamur Products, Inc., had an exhibit which featured portrait offer. In one corner of Easy Glamur's booth was displayed a portrait which stood on an artist's easel. With it appeared, "A \$100 Hand Painted Portrait Like This Can Be Yours, Free."

Lower down on the easel, company tacked a cardboard box and sign which read, "Drop Your Business Card In This Box . . . A Winner Will Be Drawn Every Day."

Glamur received more leads than



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for this glass exhibit
-without a single break!



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Careful handling was essential for each installation and disassembly. Pre-scheduled exhibition dates demanded exact timing. The same Mayflower van, the same experienced driver, met every requirement on this coast-to-coast tour.

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SEASON: May thru October.

For color brochure and details
write James Barker Smith,
President

normal from the additional traffic stimulated by the portrait. "Quite a few of these leads have since developed into new accounts," reports Jerry Kearns, director of sales. As would be expected, there were business cards entered from people that do not buy rug cleaner products. In fact, the company reported a dinnerware buyer was one of the winners. "Glamur feels the all around goodwill that is created was well worth the cost of four portraits," continues Kearns.

Company which displays portraits may be in for unexpected sidelights. An executive from an appliance company was surprised when he passed the displayed portrait in the Glamur booth. He recognized the attractive girl as being the daughter of his regional sales manager. Conversation about the portrait lead to an arrangement whereby the two companies are to enter into a twin promotion, which

will combine their products.

Philco Corporation offered a free pastel painting to distributors and dealers who sold additional refrigerators over their normal quota. More than 10,000 additional refrigerators were sold in contest which had over 2,000 winners.

Company had to create a stimulus that would make dealers at Philco's Distributor Open House place immediate orders for new merchandise. Promotion was scheduled for period generally considered out-of-season. Portraits was Philco's answer to the problem.

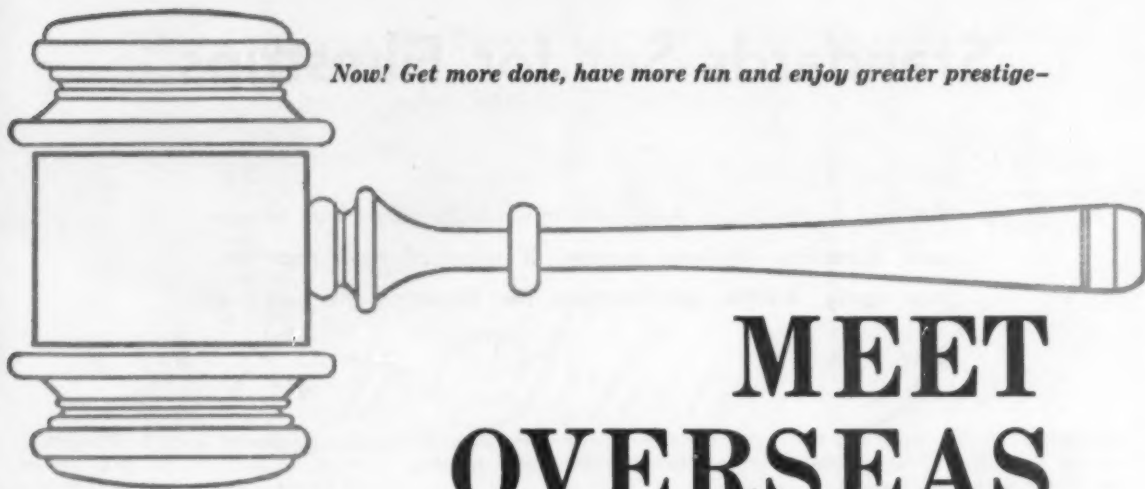
An introductory letter kicked-off campaign September 24. Letter urged distributors and dealers to contact their salesmen to select a photograph of their favorite person. Photo was later turned into a hand painted 16" x 20" portrait for salesman who met the additional quota.



SALES MEETINGS

"Smith, about this new four-foot section . . ."

SALES MEETINGS/Part II SALES MANAGEMENT



Now! Get more done, have more fun and enjoy greater prestige—

MEET OVERSEAS

in the Convention Capital of the Caribbean

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Perfect setting for business and pleasure!

Centuries-old churches, buildings, fortifications contrast dramatically with finest luxury hotels (Caribe Hilton, Condado Beach, Dorado Beach, Intercontinental, La Concha, La Rada), distinguished restaurants, theatres, night spots, golf courses, beaches. Fishing is fabulous, there are sports of all sorts, and always breath-taking is the island's tropic beauty, its aura of romance, and consistently temperate climate. Everything you need for a successful sales meeting or convention is here. Working hours are more rewarding—for everyone is more relaxed, alert... and you enjoy the fresh perspective, greater prestige of meeting overseas.

NOTE: And there's the added advantage of being less than 1 hour from the U.S. Virgin Islands—for fabulous Free Port Shopping and exciting side trips.

Trans Caribbean's "Group-Air" Flight Plan is a specialized group service to provide maximum convenience and economy!

- You enjoy the safety, comfort and efficiency of scheduled air travel on Super DC-6B radar-equipped planes, including hors d'oeuvres, meals and beverage service.
- We make all hotel, sightseeing and other arrangements for you, help you plan your meetings and run them smoothly from start to finish—spare you the wear and tear of hundreds of burdensome details and offer you substantial savings.

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Standards Set for Filmstrips

National Audio-Visual Assn. recommends standard way to prepare filmstrips. Uniform system, if adopted, will cap two-year study. NAVA specifications for filmstrip are outlined.

Projectionists in the future will be able to use a standard 35mm filmstrip if the National Audio-Visual Assn. has its way. After more than two years of study, NAVA's filmstrip standards committee has submitted to American Standards Assn. specifications which (if accepted) will provide for a "universal" filmstrip. Anything but film consistency has earmarked the medium until now.

NAVA recommends specifications in hopes that a revised American Standard for filmstrips will result. Pending official action has not stopped several manufacturers from embracing NAVA's plan with announcement that they intend to proceed immediately with the new standards.

Reaction to NAVA specifications has been favorable, according to its Vice-President Harry W. Marks. He reports, "Response from several hundred audio-visual people who attended last year's convention indicated strong backing for the move."

Standard represents the careful analysis of a professional group of filmstrip users, producers, laboratories and equipment manufacturers. NAVA's standards committee is not a matter of the "big boys" just get-

ting together. Rather its work is designed to help the whole filmstrip industry.

Don Bauter, vice-president, Cathedral Films, expresses goal as, "Our committee's purpose in preparing these specifications is to make it easier to use filmstrips. In view of the rapidly widening acceptance of filmstrips as teaching and training aids, the audio-visual industry wants to do everything possible to simplify their use and remove technical road blocks to wider use."

NAVA recommendations include such film details as size of frame to be projected, length of film leader and trailer, and where identifying information should appear. Recommendations include that color filmstrips will have several green frames as leaders and red frames as trailers.

Numbers in NAVA's specifications, which follow, correspond to the numbers in film diagram. Proposed standards are: (1) Film lead is to be cut straight across at 90 degree angle from film's edge. (2) "Start" in block letters should appear in first three frames against background. If film is colored, white letters are to appear on green background. "Start" frames

is to be further marked with a $\frac{1}{8}$ in. white dot in upper left hand corner. (3) Distance - DL - from beginning of leader to focus frame should be approximately $6\frac{3}{4}$ ins. Information identifying filmstrip may appear in frames four, five, six and seven parallel to film's edge.

(4) Focus frame - number 10 frame - should contain a simple diagram so projected picture may be accurately located and sharply focused. (5) Title frame should not appear sooner on film than frame 11. (6) If sound accompanies filmstrip, notation will appear in frame 10 - focus frame - to tell operator proper frame with which recording is to be started. (7) Trailer - DT - must be at least equal distance to the circumference of film container. Storage protection of film's viewing portion is given by leader and trailer. (8) Last two frames should show "End" in white block letters on black background. If film is colored, white letters should appear on red background. (9) Frame ratio should be three to four or .885 x .668 ins. in size. Tolerance of plus or minus .003 ins. is allowed.

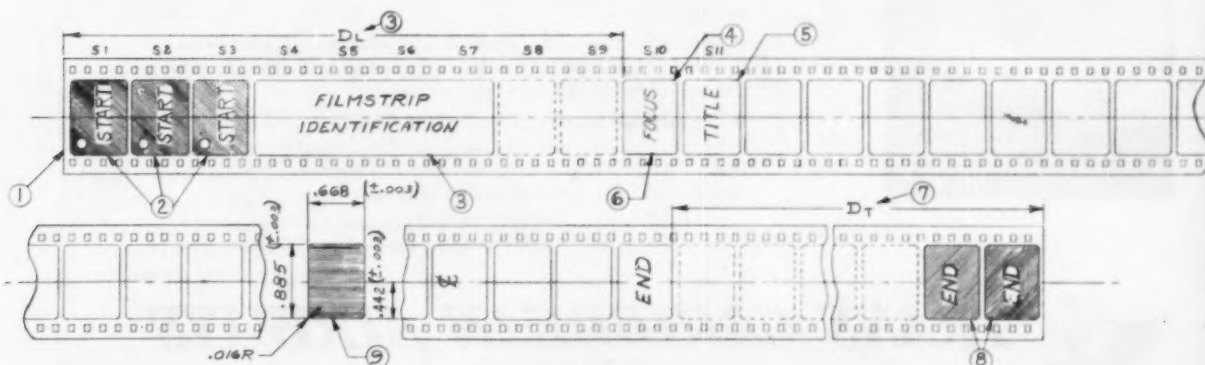


DIAGRAM shows new 35mm filmstrip specifications submitted to NAVA for approval. Adoption will standardize the medium.

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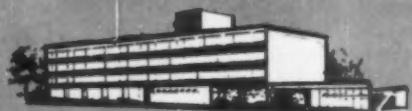
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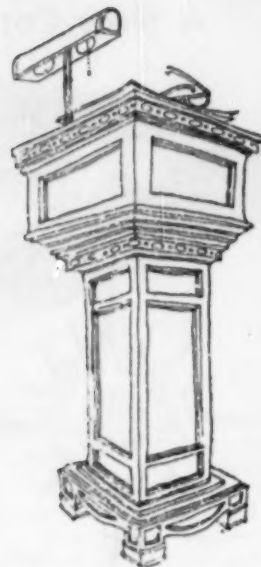


A luxurious new hotel serving the travel and convention needs of this thriving area.

How to Keynote a Meeting

Major job for keynoter is to set goal for audience — to point out results audience might expect. Good keynote should motivate, inspire and set climate, mood and tempo for meeting.

By B. B. GOLDNER, Ph.D.
Consulting Editor



Custom calls for a keynote address at political conventions. Most associations use or consider a keynote address for their annual conventions.

How about sales meetings? Is it a good idea to have a keynote address; and if it is, what should it cover?

Sales meeting, political convention, association meeting, conference, board meeting, planning session—every meeting should have a keynote address or statement if only a half dozen words.

Keynote speech is a sign post or billboard. It tells (or should tell) what's coming. Like signs you see along the highway, the keynote can be dull, unattractive, difficult to make out, hard to understand; or it can be bright, enticing, clear and unmistakable. Your sign (keynote) can arouse interest and intrigue your audience or it can promise nothing but boredom.

Just what is a keynote and what should go into it? It is your opening remarks. It is provocative. It sets the right tone for the rest of the meeting. It's the strong opener for a winning hand—a rocketing starter to overcome the inertia of a body and mind at rest (and tending to remain that way).

As a keynote speaker, what do you want to say? Your major job is to set the goal for your audience. You have to crystallize immediate and ultimate results your audience might expect from the meeting. Basically, you have to explain why the meeting is taking place and why each member of the audience should strive to reach the goal set for the program.

There are three elements of a good keynote address:

1. Motivation: People have to be given a reason to want to do more than simply fill chairs. Keynoter must appeal to the brain and common sense of his audience so that it will work at getting something of value from the meeting.

2. Inspiration: A sincere but effective approach should be made to the heart and imagination. (While your audience should be doing feet-on-the-ground thinking, it should be stimulated to let minds "go into orbit.")

3. Climate, mood, tempo: Keynote must finely tune the audience to management's attitude toward the goal. (Here there is danger. Should you set a false note, your audience will find it out and disregard the route you would like it to take.)

The keynoter has to overcome "prepared boredom"; hence he must capture interest at the very beginning. Most experienced keynoters use humor for this purpose. Good keynoter has a stock of appropriate anecdotes to get the audience into a listening mood. Not only must the audience start to listen, it must learn quickly that the "same old stuff" will not be offered.

Besides humor, another barrier-breaker is the audience poll. "Let me see by a show of hands how many of you had an order turndown yesterday because the buyer said he was overstocked," says the keynoter. Before he asked this question (or any question), he knew many hands would go up. He then talks about the problem and how this meeting is geared to solve it. (He doesn't give the solu-

tion, but promises that one is coming.)

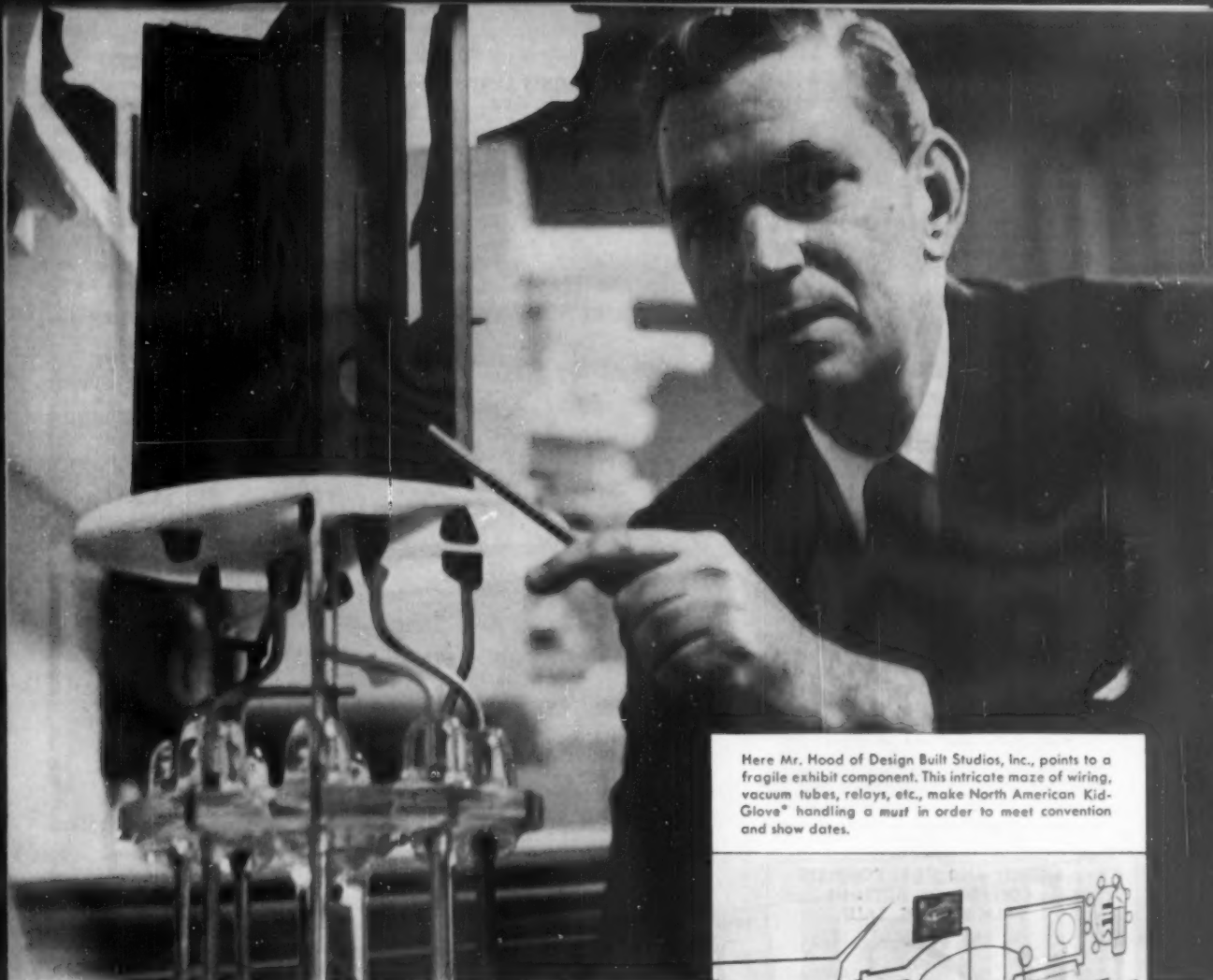
Your job as keynoter is to whet the appetite for the fine "courses" that are to be served up. You must present enough to get the saliva flowing and the teeth ready to bite into a meaty repast.

While the keynoter must be well-informed, self-confident and well-prepared, he must above all be enthusiastic. If the man who knows all about the "goodies" to be served doesn't lick his chops, why should he expect his audience to be eager.

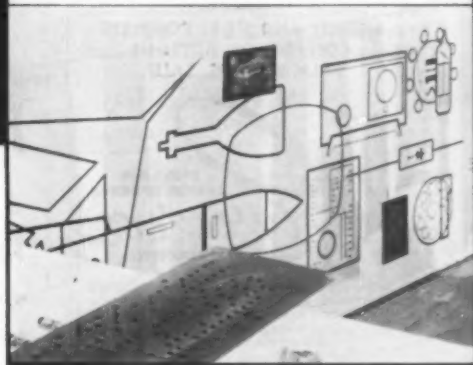
Important to any keynote is that members of the audience understand that they are important. Keynote should indicate that each man is being addressed as an "insider." Some advance information is given so each man feels he knows what's going on. Another vital point: Let them know why, when you indicate what is to happen. People respond faster when they know why they are supposed to do something. Unless they know why, they'll spend more time trying to figure out motives than on understanding what is to be done.

Another function that a keynoter serves is to get everyone to be proud that he belongs to the organization and eager to be part of the job ahead. He must strive for cooperation and avoid the unspoken stigma of just being "nice." He has to foster respect and not fear; enthusiasm without going "comball."

Dynamic keynoter keys up his audience to a fine pitch. It is eager for what is to come next. It feels that it is investing time—not just spending it, and certainly not wasting it. People



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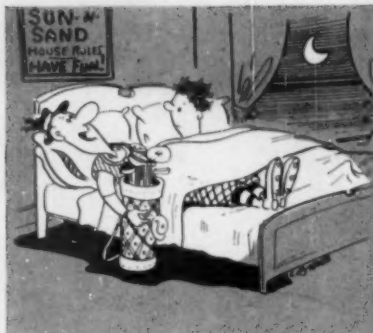
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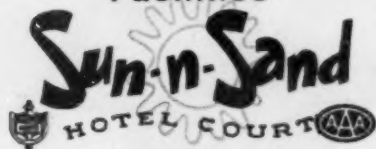
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in the audience expect to accomplish something at these sessions. They are primed to think.

Of course, once your audience gets the keynoter's build-up, you must de-

liver it. If you promise a meeting that's different, it had better be. People in audiences have wonderful memories (constantly recharged by whispers and offhand remarks). ♦



TWO-WAY MIRROR shows salesman in film how prospect sees him.

How to Get 'Em to Agree

Film helps to train in the art of getting people to agree with you. It covers three techniques to use. Designed as sales training film, it can be used for executive training as well.

"The Engineering of Agreement," a recent Roundtable Production film, dramatize three techniques to help executives, supervisors and salesmen better reach agreement with others. Primarily a sales training film, it explains agreement process "tools." They should not be considered a push button method to harmony, film explains, but must be applied creatively to fit situation.

Film points out that to persuade effectively you must develop ability to see the other's point of view. Actors use a two-way mirror to demonstrate principle. One can accomplish goal

by (1) drawing-out person to obtain his viewpoint, and (2) directing thoughts towards agreement.

Common stereotype that characterizes the salesman as aggressive, talkative and extroverted, tends to make salesmen "see themselves" in that light. Film points out this self-appraisal is another barrier to use of good psychological techniques. Much like salesmen, bosses often think of themselves as dominant, authoritative and demanding.

Training film is an explanation of how to sell. Complete with a follow-up practice session, it permits viewers

to profit from the mistakes of others. Film has three basic phases. A situation is run through with mistakes and commentary. In second phase, situation is re-acted, but with corrective measures — use of three techniques. Third phase is a practice session that follows movie (on the same reel) in which responses similar to those in the film are given. Class instructor stops projector and gives trainees time to write down their replies, after each statement.

In first phase, film character Don Sawyer unknowingly makes five basic errors. Over-all error is his unconscious lack of consideration. He tries to push prospect into acceptance. He argues in the heat of selling. He bludgeons prospect with strong points. He threatens by pointing out prospect is "missing chance of a life time."

"Engineering of Agreement" shows that one can more quickly learn another's viewpoint through the "open question" technique. An open question is one that cannot be answered by a simple "yes" or "no." Questions are phrased in such a manner as to

diplomatically force prospect to state his opinion. Through technique, prospect sees that you are interested in his opinion, which goes a long way towards creating a "climate for agreement." Film example of an "open question" is, "I have given a lot of thought to this plan, what do you think." (Question followed a presentation that just had been made.)

Related to the open question is the "reflection" technique. In plain words, interviewer or salesman simply rephrases prospect's ideas to pin-point prospect's attitude. Prospect often states opinions in such a way as to hide the real issue from himself. To be a skilled user of the technique, you must be able to listen carefully and select salient points from prospect's conversation. Film suggests it is more important to listen to what a person means rather than to what he says. Technique accomplishes several things in addition (see box).

Follow-up technique to keep a two-way conversation going is that of the "directive question." Technique allows you to gather additional infor-

"Reflection" to Win Agreement

Reflection (an accepted psychological technique) is used in training film, "The Engineering of Agreement." Film character Don Sawyer wins approval of his plan from prospect John Castle. Technique (rephrasing prospect's ideas) is one of three used to win agreement. Less obvious advantages of "tool" cited in film are:

1. Reflection avoids argument. It enables you to respond without rejecting or accepting what he has said.
2. It shows that you understand what he has said. If your reflection is erroneous, he will correct you. This, in itself, can go a long way towards mutual understanding.
3. It shares feelings, which tends to create a "climate for agreement."
4. It will better enable him to see if he has been illogical or irrational (based on false fears) when he hears you express his ideas. To get him to correct his mistaken impressions relieves you of this responsibility, which tends to reduce friction between you.
5. It will often allow him to forget bad ideas (he may be stuck with) after you apparently have accepted his statement.
6. It enables him to pick up his main idea again so that he may continue a logical progression in his thinking.
7. It encourages him to express further or clarify something he has said.

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mation in areas where it is needed. A salesman asks, "Just what are the problems you believe this plan will cause you." Film shows mutual understanding is developed through questions of this type.

Combined, the three techniques in the film help to enlarge the area of agreement, which, film explains, re-

duces importance of the area of disagreement. Successful selling is merely winning another's approval, which is agreement.

Roundtable Productions provides a training booklet to aid instructors to teach their sales classes. However, principles may be applied easily in other areas as well. ♦

Salesmen Pay \$5 for Ticket to Sales Meeting

To dramatize money-back guarantee, Gossard makes salesmen buy \$5 ticket to attend ad session at sales meeting. Salesmen got back \$4.95 in cash attached to promotion portfolio with new plan.

Salesmen who invest their own hard cash will pay closer attention to a sales meeting program. This is the principle H. W. Gossard Co., Chicago, used when it charged \$5 admission fee to part of its annual meeting. Reaction by Gossard's sales personnel was a combination of surprise and personal curiosity.

In the 60 years that the company has been holding annual sales meetings in Chicago, the affair has been strictly "on the house"—with transportation, hotel, and meals all paid by Gossard.

Purpose of the meeting was to sum up the year's activities, to introduce the spring line, and to explain and sell the group on promotions that will

spark merchandise sales for the next six months.

Five-dollar admission charge (idea of Marion Hilker, Gossard advertising manager) was proposed for the second day's all important advertising session. She and her staff personally collected the fee in exchange for an admission ticket from each member of the sales force.

Although some men balked, they were assured that admission fee was covered by money-back guarantee, and equally assured that they would not be admitted to the meeting room unless they had a ticket.

Reason for admission charge was not only to surprise group, and make sure they had a personal investment

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in the meeting, but to drive home dramatically sales reasons behind the key spring promotion.

For first time, Gossard issued a "golden guarantee" on special garment group for fit, fashion and comfort, and agrees in its advertising to refund the purchase price if customer is not satisfied.

Promotion was explained in a handsome sales portfolio, designed to be used by salesman as a colorful presentation of promotion in an interview with foundation buyers. Portfolio contains information on rationale of promotion, advertising and other supporting material available. Before each salesman was given his portfolio, he was required to turn in the other end of his five-dollar admission ticket.

Cover of the brochure had \$4.95, in four one dollar bills and 95c in change, pasted to it.

Cover line read, "4.95 x 1,166,522. . . Did You Get Your Share?" The \$4.95 is a particularly meaningful figure to the salesman, since this is

the store's profit on each "golden guarantee" garment sold.

Five-dollar fee not only meant a surprise element in the sales meeting but it turned into a financial fact of which both Gossard salesman and retail buyer should be aware.

The money was removable, with comparable dollars and cents outlined in white on the black portfolio cover. But, Mrs. Hilker recommended to the men that cold cash be left tipped on for a more dramatic effect.

Playback from the selling field proves strength of salesman's presentation to the buyer: Gossard has distributed more supporting material for this spring promotion to their retailers than for any other spring selling season.

Since promotion did not break in the stores until March, it is still too early to tabulate actual success on retail level. But Gossard believes the five cents each salesman actually paid out for his admission ticket will prove to be a golden investment in profit for spring 1960. ♦



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HUDDLE SESSIONS between conference leader and supervisors results in plans on how to present a problem to a work simplification group.



BULLETIN BOARDS are used to give recognition to round-table members who make outstanding contributions. Postings spark others as well.

Round Tables Cut Costs

Texas Instruments uses work-simplification sessions to lower production costs. Employees brainstorm production problems. Their aim is to "work smarter, not harder." Savings mount.

By DONALD J. WEBB
Work Simplification Engineer, Texas Instruments, Inc.

Texas Instruments, Inc., Dallas, uses employees' round tables to cut production costs and increase profits.

At the Semiconductor-Components Div. "work simplification" is more than a routine procedure with us—it is a "state of mind." It requires a questioning attitude on the part of all personnel. Individuals in the company must be able to accept change and be alert to new courses of action without undue loss of motion.

Several years ago, we faced a basic question at Texas Instruments: "Should our cost reduction efforts take the 'expert' or the 'general' approach?" Answer to this question was to let us try both. Company embarked on a sustaining program to assure a staff of competent engineers for the "expert" approach. For the "general" approach, it was decided to get all employees in an improvement program. All employees were invited and trained to uncover cost reduction improvements, with the assistance of their supervisors.

Important part of the work-simplification program is training conferences where employees meet in small groups. They are introduced to a particular work problem in some familiar area of production. Part of the session is devoted to company work philosophy and techniques. After that, creative probing begins.

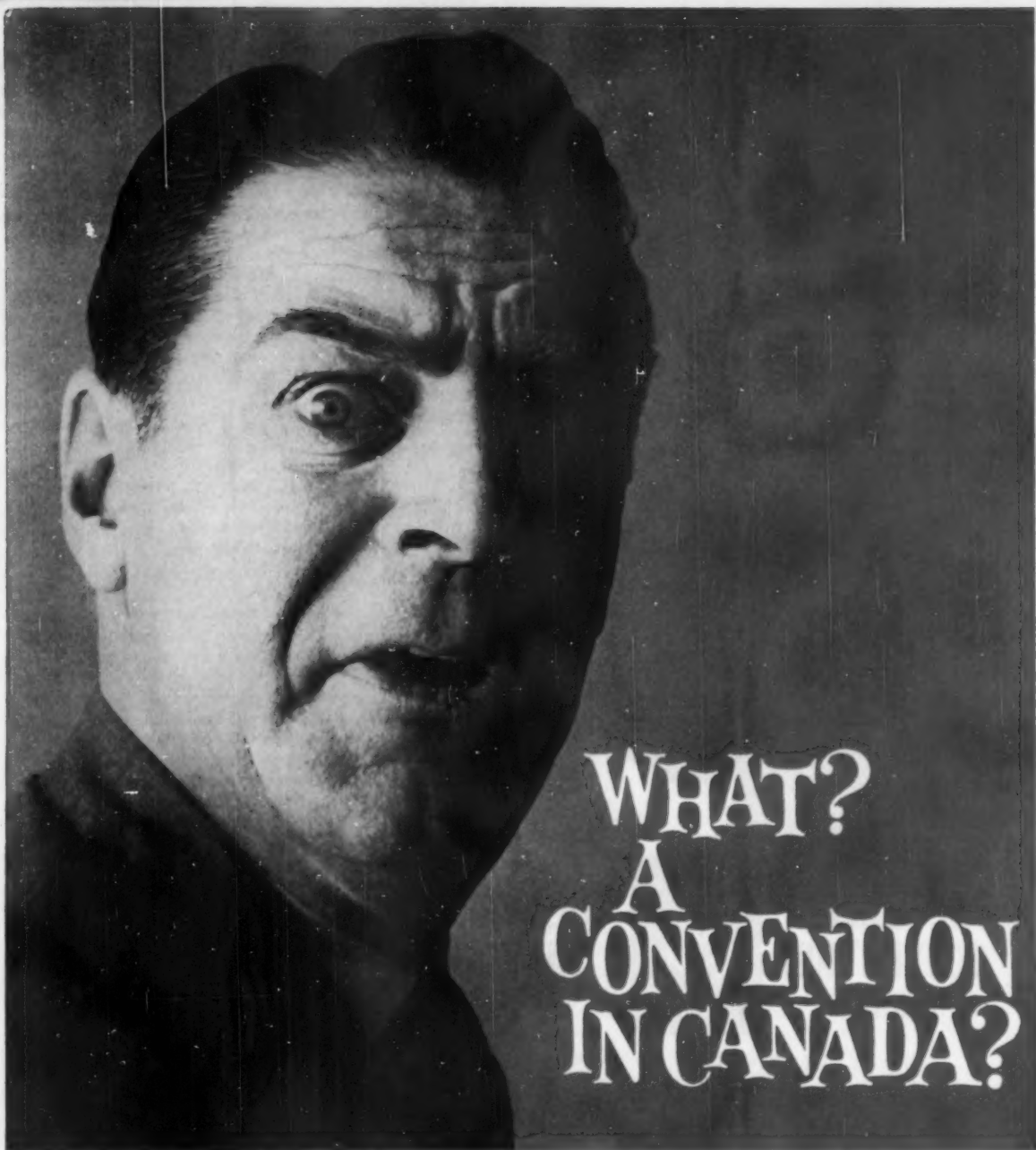
► Seventeen production workers walk into a plush room and sit down at a mahogany conference table. Each introduces himself and describes his job.

Room for employees round table is especially designed to stimulate thinking in a relaxed atmosphere. Furnishings tend to impress and up-grade the importance of the workers. To add to this feeling, no telephone calls or other interruptions are allowed.

To begin the first session, I often start with a remark similar to this: "There's a total of 169 years of experience gathered around this table. I've only had 10 years' experience. Collectively, you're a lot smarter than me or any other individual here."

Purpose of round-table conferences is to create a climate in which improvement in work methods can take place. Any equipment needed to conduct the session is controlled by the conference leader.

Work-simplification process at Texas Instruments begins with a conference of employees aimed at stimulating a desire to improve work methods. To help employees understand the need for improvement, frank discussions on market conditions, job security and earning power are conducted. Through indirect approach, employees begin to



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feel that management welcomes the opinions of subordinates.

Texas Instrument employees are treated as people. No reference is made to their clock number. Before initial conference begins, each conferee is contacted personally and welcomed to the round-table series — which places him at ease. Approach tends to reduce the usual "ice-breaking" period once the conference starts.

Partially responsible for the success of these round-table discussions is the degree to which the conference leader can establish rapport with the group.

A well-proposed common purpose helps lay the ground work for future productive discussions.

Work-simplification program as we use it at Texas Instruments uses the popular technique of "brainstorming." Sessions pinpoint a production problem to the people who know the most about those jobs (the workers who do them). Out of the group comes a collective solution. Workable plans are applied, which in turn saves the company money. These savings justify the expense to put the program into operation in the first place. In addi-

tion, participants feel they are contributing something to the company over and beyond what their job requires.

Solutions to problems may mean the elimination of a job or creation of a new one. Departments may be consolidated, or divided into separate operations in the interest of lower production costs.

Conferences are not crowds of workers in a room going off in several directions at one time. Conferees are given a plan, a method in which to direct their efforts. Round tables serve as a guide to creative thinking.

From the activities, participants come to realize the importance of helping the company continue the fight to keep costs down. Money saved indirectly benefits employees. Employees actually help themselves, since job security and more pay is based on company's profits.

Banquet is held for each group when the series is completed. Ceremony includes "graduation certificates" from management for conferees. Special honors awards are given to those who show originality and create projects which result in great cost reductions. Movies are taken of outstanding projects thought up by various round tables and they are shown at the graduation banquet.

Finale promotes a sense of accomplishment in graduates. Knowledge that management considers their contributions important goes far to encourage men to keep sharp eyes out for new money savers while on the job.

Conferences are carefully planned to keep the people actively participating in various discussions, demonstrations and group activities. Conferees are encouraged to engage in outside projects to keep their interest at a high level. Group leaders continually look for better, more interesting way to present material. The knack is to come up with something a little different, a little unusual, which keeps people talking about work simplification meetings.

Most often used visual aid is motion pictures taken in the plant to show areas and jobs with which conferees are acquainted. Motion pictures are useful to outline problems. Note taking is not required to those who attend as each session has prepared notes — data which is handed out at the end. By the end of the series, each person has a complete notebook of outlined material to keep as reference.

Group effort in industry to improve production techniques and reduce cost is not new. However, at Texas



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Instruments it is an effort to encourage employees to realize that the key to success is to work smarter, not just harder. Workers are expected to use training series as basis to go on and discover new low-cost production methods.

What has been the results at Texas

Instruments? Work simplification approach to work improvement has contributed not only measurable cost reduction, but has also helped maintain a favorable attitude towards change — an important aspect in the rapidly moving field of the electronics industry. ♦



ONLY NOTE TAKER at meetings is President Edward W. Danien

15 Years of Bull-Sessions

According to all statistics, basic idea of an informal, unstructured, weekly bull-session should not produce results—from a business standpoint. But at least one company, Precision Plastics Co., Philadelphia, finds that weekly "Friday forums" are the answer to many of its business problems. How and why do they work when the odds are against their success?

Edward W. Danien, president, Precision Plastics, acts as moderator of the Friday afternoon meetings. Although a planned agenda would defeat his purpose of the meetings, he has subjects in mind for discussion which he presents when the group of executives gather together. Attendance at meetings is not compulsory, but Danien points out that the informal atmosphere and knowledge that his men have gained for their own benefit from previous meetings, have proved a constant drawing card. Half of meetings to date have had 100% attendance but there have never been more than two men missing from any of the Friday forums.

Danien says that at least half of the discussions were productive because of specific business problems

that were solved during the exchange of ideas. "However, all are worthwhile because the informal brainstorming sessions improve the general morale of the men," he points out.

► Precision Plastics is primarily concerned with better service to its clients. It cannot boast of any phenomenal ideas that have come from meetings, but can cite many worth-while results in the form of cost-cutting techniques and better customer service procedures. Salesmen sometimes attend sessions. In one instance, as a result of a discussion, two salesmen voluntarily exchanged territories with Danien's approval. During their interchange of ideas, each man learned that he was having "personality" conflicts in his respective territory. After exploring the subject, both were convinced that a switch would solve each other's problem. What's more, it did! Both clients and salesmen are completely happy with each other as a result of the change.

On many occasions, President Danien invites outsiders to attend his weekly forums, particularly when he feels that a guest can contribute to the meeting. ♦

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HOME-MADE VISUAL is vinyl material on which paper characters move by magnets. "It allows lighting from behind," says Col. Horace Franklin.

Execs at One-Day Session Get Recap on Visual Aids

Do-it-yourself techniques scored biggest hit at one-day school by Attention Unlimited, Inc., of Washington, D. C. Session provided class of business executives with information on audio-visual field in thorough, hurry-up program. Company executives attended to refresh their professional knowledge in the field and learn latest new techniques. School also was an opportunity for beginners to get "capsulated" curriculum from experts.

"Whether you're teaching or training, selling soap, convincing the board, or proposing marriage, half the battle in our day of super communications, is how you make your case," advises Col. Horace F. Franklin, course instructor.

Many "tricks of the trade" were given to class which met in Philadelphia, to take home and apply to its own visual problems. However, most valuable to those concerned with low budgets (which was most of class) were homemade aids of cardboard, yarn, crayon and other five-and-ten-cent store items.

Typical of low-cost items was an

illustration board which had a graph drawn on it with a ruler and crayon. To get full impact, chart had attached to it yarn, which when pulled through small loops gave animated effect, Col. Franklin says, "You don't have to use costly equipment to stage effective presentations."

Horace A. Franklin was formerly an Army instructor in service Intelligence and Psychological Warfare Schools, where he was an expert on audio-visual training techniques. After his service retirement, he went into partnership with a service colleague, Col. Philippe L. Loomis, to organize Attention Unlimited, Inc., last fall.

To evaluate what approach a presentation should take, according to instructor Franklin, "Let the audio-visual equipment be used according to your objective." More times than not, people will allow their thinking to become a slave to the equipment on hand. He emphasizes the importance of using only equipment which will do the job.

Before you begin to map out a presentation in which audio-visuals are used, you should research avail-

able information thoroughly. Explore all allied areas that may possibly add information to your "story."

Possible research sources available are: (1) personal knowledge, (2) reference books, (3) technical, academic or government publications, (4) books and texts, (5) technical and popular periodicals, (6) professional societies, (7) experts, (8) personal experience, (9) libraries and commercial research services, (10) consultants.

Purpose is a major factor, says Col. Franklin, which determines just what form a meeting presentation should take. Important to keep in mind is that the general purpose of a meeting is to transmit knowledge, create or change attitude, give a skill, and motivate. Without achievement to some degree in these areas, most likely your program has failed.

Planner often can be aided to establish a specific purpose by asking:

1. What questions do I want the group to be able to answer following my presentation?
2. What new attitude should the group have following the presentation?
3. What particular skill must the group have acquired (if goal is to teach) following the session?
4. What should they do as a result of the presentation?

Franklin points out in his lecture that another important factor is time. How much time do I have to communicate to the group? It may be 30 seconds, 30 minutes or 30 hours. "Time factor should be a prime consideration in selection of audio visual aids to be used," explains the instructor.

Franklin stresses, "Purpose of any presentation is not to display yourself before an audience but to communicate. Every word you say, every visual aid you use should be selected with your audience in mind."

Education level, experience, interest in subject, and attitude of audience are important, too, to keep in mind when you plan your meeting. To discount such factors may mean your presentation will go amiss.

Meeting environment is another factor of concern to the planner. Site, size, lighting, temperature, humidity, ventilation and seating capacity all figure into the equipment to be used at your meeting. Little is left to guess work when a true professional begins to plan his agenda.

Attention Unlimited presented a

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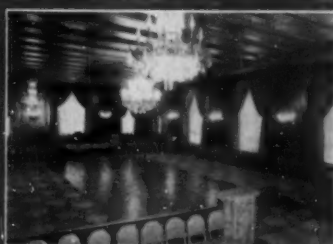
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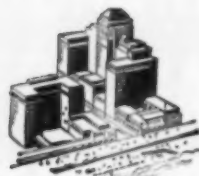
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simple formula, to apply to any communications problem. Most significant is that the formula takes in time, money and audience factors with its economy approach. Formula is:

Take everything audience needs to know

subtract: Anything audience already knows

subtract: Everything you must omit (because of time or other factors)

equals: Message

When should you visualize? Franklin offers a catchword to answer most situations. The words are D-E-C-I-D-E. Letters stand for things that any visual aid should do: D-emonstrate, E-xplain, C-larify, I-llustrate, D-ramatize, and E-mphasize.

Visual technique used to emphasize to class each of these words was a "venetian blind." As Franklin mentioned each goal that a visual should do, he flipped down the strip with the word printed on it. When he completed talking on when you should visualize, he turned them all back out of sight.

Among hints given by instructor Franklin was: Don't try to telescope an hour's talk into 10 minutes. If time does not permit you to cover topic completely, pick out most important point and effectively present it. This wets the appetite with a point that shows why your material is important to your listeners. If you are successful, they most likely will want to come back to hear more of what you have to say.

Make sure that your visual aids "fit" physical limitations of your meeting room was more advice to class. Best illustrated charts will do your audience little good if everyone can not read them. In such a situation it may be that individual charts should be handed out rather than have one large chart for the group. Circumstances of a meeting environment could only determine this.

Franklin separated visual aids into three classifications for his class:

Two dimensional visuals:

1. Pictures
2. Diagram
3. Schematics
4. Tables
5. Graphs

Three dimensional visuals:

1. Actual item
2. Models
3. Mockups

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3. Mechanical

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A slide was used to explain visual impact of color combinations. Discussion was part of lecture on production. Franklin explained different types of production techniques available to the knowledgeable planner. These are must dramatic color combinations in descending order:

1. black on yellow
2. black on orange
3. orange on blue
4. green on white
5. red on white
6. black on white
7. blue on white
8. white on blue
9. orange on black
10. white on black

Chalk, magentic, flannel boards; black light, projection equipment and close-circuit TV were all part of the course material. A low-cost magnetic board was shown class. Material used was a plastic shower curtain stretched over a frame. Objects on "board" could be moved from behind with magnets. Advantage of this translucent screen is that special lighting effects can be thrown on visual from behind—without an assistant being seen.

Speaker tips and suggestions covered floor notes, chart notes, and prompters to aid speakers to carry off lectures in smooth manner. Other points in the course were role playing, live demonstration, and introductions for motion pictures.

Purpose of the course was two-fold: First, idea is to make people aware of techniques that are available to handle their specific problems. Secondly, course points out where a professional consultant is needed. (Many people do not realize when they are in over their head in dealing with audio visuals.)

Another facet of the course was a complete buyer's guide in the form of sales literature. Selected sales material were brought together to show class where to buy material and equipment. Limited knowledge of where to buy can be a stumbling block to planners. ♦

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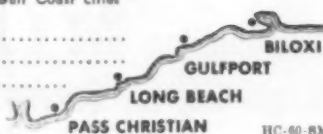
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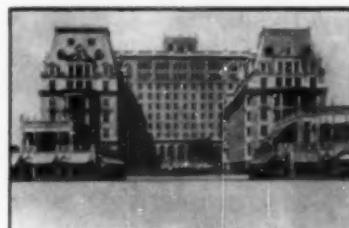
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Predict More Travel—Because It Works!

(continued from page 44)

such a program and be successful. Warning is that there will be more and more travel incentives offered in the '60's. It means more companies will be doing basically the same thing. In order to make your incentive travel program alive, Insurance Company of North America's Harrington sees solution to problem as, "Travel with a specific purpose will become increasingly popular as a sales incentive. The world is shrinking and each year more and more U. S. people travel abroad and in the U. S. itself. The lure of a mere trip loses some of its pre-jet-age luster. Instead trips will have to be packaged attractively in the '60's, to include more than the exotic. Trips will have to be educational; encompass events and experience that the individual could not plan."

He continues, "For example, trips to Switzerland for those in the jewelry business; to Liberia for those in the tire business; to Brazil for those in the grocery (coffee) business. And in each case, the trip will have to in-

clude specially arranged visits, meetings, interviews which would not be on a regular tourist agenda.

"Whatever incentive travel plans for the 1960's we employ at INA, they will be based on travel with a purpose, will contain a high intellectual quotient, and will include the entire family."

Crowds of reservations in future years is foreseen as a problem. Crowded conditions is expected by H. S. Wilkinson, vice-president, director of sales, Abbott Laboratories. "With the great increase in travel and the fact that many travelers make reservations far in advance, we feel that a problem is going to be to obtain reservations in time for the reward to be close to the performance."

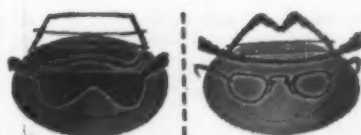
Wilkinson feels that it is important for the travel incentive to follow close behind the contest himself. In as much as a salesman are primed for the trip and their wives have been eagerly awaiting the new experience, a prolonged wait period can have adverse effects on contestants. ♦



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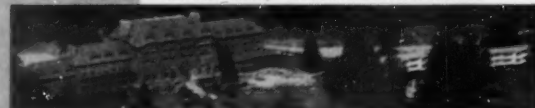
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-SM- BEST I'VE HEARD

An exchange of anecdotes and facts to help a speaker spice his speech and make a point.

Subject: TIME

Salesman popped open one eye, glanced at his watch and groaned. Watch said 11 o'clock and he was supposed to be downstairs for the sales meeting at 9:30 a.m.

He grabbed the phone beside his bed and proceeded to chew out the desk clerk for failing to awaken him at 7:30 a.m. as requested. "Why," he demanded, "didn't your operator call me at 7:30?"

"Because," said the clerk, "you didn't come in to go to bed until 8:00 a.m."

Subject: WANT AD

This want ad appeared in the personal columns of a newspaper:

"Joe W. get in touch with me at once. Bring three rings — engagement, wedding and teething. Have news for you, Betty."

Subject: DOGS

First day at school, teacher asked each pupil to give a short talk about his pet. After a detailed account of all the tricks his dog could do, Johnny sat down. "What kind of a dog is he?" asked teacher.

"Well, he's a mixed-up kind," the boy answered. "Sort of a cocker scandal."

Subject: TAXES

Tax matters concern everyone. They even reach down into kindergarten. Now when a teacher tells the story of Cinderella, she has to be prepared for this question:

"When the pumpkin turns into a golden coach, is that regarded as straight income or capital gains?"

Subject: H-BOMB

The bomb was touched off by accident and every living creature seemed to have been destroyed except one big gorilla. He was only slightly burned as he lay huddled in his cave.

He was a mighty lonely gorilla as he walked the earth in search of food. One day outside a cave he heard a noise. He shouted into

it and heard a female gorilla's voice. Being in a deep cave, she had escaped the blast, too.

"I'm hungry," said the gorilla. "Know where there's any food?"

"Yes," she said, and scampered back into the depths of her cave. When she came back she had an apple for him.

"What," screamed the gorilla, "we going to start that all over again?"

Subject: STATISTICS

Statisticians can take some simple facts and turn them into the screwiest things you could imagine. For instance, 100 men went into the woods to cut logs. They took along two women to cook for them. Before the winter ended, two of the men married the women.

Along came a statistician and reduced all the lumber camp's activities to figures and came up with this gem: He reported that 2% of the men married 100% of the women.

Subject: COMMUNICATIONS

Two sailors were stranded on a desert island. They made the best of what was a hopeless situation. They were too far off usual shipping lanes to be sighted, but they managed to subsist on what fish they could catch.

One day a bottle with a note in it washed ashore and it almost drove them nuts.

It was a message from two gals stranded on a desert island.

Subject: BILLION DOLLARS

It's hard to appreciate just what a billion dollars is. Here is one way to relate it in simple terms:

If you stood beside a well, and dropped a silver dollar into it every second, and you continued to drop a silver dollar into the well every second of every minute, and you never stopped to sleep or eat and just dropped silver dollars into the well with each tick of the clock — it would take you 32 years to use up a billion dollars.



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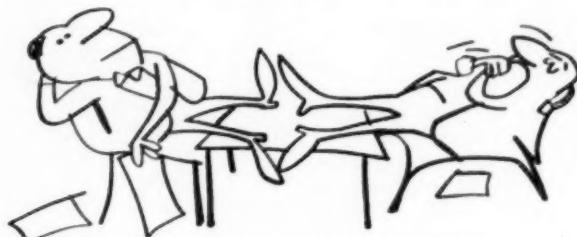
"Jones, let's give our people some real inspiration this year . . . do something really different."



"Johnson, let's do something new sometime at the Company meeting."



"Smith, we'd better start working on another meeting preparation."



"Biggs, get going on the meeting. Use last year's routine as the guide."

There's been a lot of enthusiasm lost along the way. And the pity is that the lack of enthusiasm will probably carry right over to the people you want to get the message. There is a way, however, to capture top level thinking and pass it on intact. Our business is to help you do the job. For complete details contact

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